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1988 ANNUAL REPORT

New Gunnison Facility

STATE OF UTAH

DEPARTMENT OF CORRECTIONS

Utah Department of Corrections

Utah Department of Corrections

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Acknowledgment

As in previous years, this report represents the efforts of numerous individuals throughout the Department. This process insured a more accurate representation of information concerning the organization. This report was designed and created through the Office of Public Affairs, and printed by inmates of the Utah Correctional Industries print shop. Thanks go to **Adrian Overton** (UCI print shop supervisor) and the following individuals who helped make this effort successful.

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Utah State Department of Corrections

November 15, 1988

Dear Governor Norman H. Bangerter, Senators, Representatives, and the Citizens of Utah:

During fiscal year 1987-88, the Department of Corrections experienced a successful year, despite financial constraints in its operating budget. We have been successful because of the excellent efforts of our staff and the continued support from the Governor, Legislature, public safety agencies, courts, and the citizens of this state. Members of this department, management and staff alike, are committed, dedicated, and hard working people. Many have distinguished themselves in ways that are never seen by the public, working in dangerous environments, enduring high-pressure work situations, and/or by working long hours without additional compensation. It is this kind of dedication that drives the department, helping to ensure the safety of our communities.

I am extremely proud of our accomplishments. This year we have: (1) successfully managed a growing inmate population which has grown at a rate of 12.2% since 1980, compared to 8.8% nationally, and probation and parole populations presently in excess of 8,000; (2) shown that double-bunking works, and that it can be accomplished at a tremendous savings to the state; (3) completed a two-year study establishing standard operating procedure for handling inmates, parolees and probationers by the department; (4) instituted a number of successful prison industries programs which have created a profit for the third year in a row; (5) received national attention for our crackdown on drugs and corruption at the prison; (6) emphasized excellence through training and education — creating a very sophisticated and professional corrections training system; and, (7) involved a number of volunteers, state and county governmental agencies, universities, and other entities in assisting us develop more efficient programs and services for the offender populations while saving the tax payers thousands of dollars.

Our future problems will be similar to those of the past managing a growing offender population with limited resources while maintaining the constitutionally mandated levels of custody. I am convinced that we can continue to find more efficient, effective and creative ways to meet the demands of the future.

Sincerely,

Gary W. DeLand
Executive Director

Advisory Councils

Corrections Advisory Council

The Corrections Advisory Council (CAC) exists to advise the Executive Director of the Department of Corrections. In carrying out this function, they review proposed policies, provide recommendations with regard to planning, and generally assist with the development of the mission and goals of the Department.

The constituency group of the CAC is the taxpayer of the State of Utah. Although they act in an advisory capacity, they play a vital role in conveying community sentiment to departmental administration. Similarly, they play a vital role in representing the agency to the community in terms of public awareness and the development of community support for correctional programs.

Dr. Bart Wolthius- Chairman
Dentist, Ogden, Utah

Mr. LeRoy AxLand - Member
Attorney, Salt Lake City, Utah

Rev. Theodore Fields - Member
Minister, Salt Lake City, Utah

Dr. Glen Howard - Member
Professor, Farmington, Utah

Dr. Izar Martinez - Member
Educator, Logan, Utah

Mr. Roy L. Young - Member
Retired Businessman, Milford, Utah

Utah Correctional Industries Advisory Board

The Utah Correctional Industries Act created an Advisory Board consisting of six appointed members who shall have a combined background which includes direct decision-making experience in production, finance, and marketing. At least one member should also represent labor. Members shall be appointed to four year terms.

The Board has the following duties:

advise which enterprises should be conducted in the correctional facilities, the volume, kind and place of enterprise in order to eliminate unnecessary inmate idleness at all facilities, and to provide diversified work activities which will serve as a means of enhancing vocational skills;

establish policy with respect to the conduct of all enterprises;

advise whether any enterprise should be established, expanded, diminished, or discontinued;

advise the prices at which all services and products provided, manufactured, produced, or harvested by enterprises shall be furnished;

consult regularly with state agencies and local public entities in order to develop new enterprise products, and establish new service functions to meet their needs;

act as liaison with private industry, organized labor, the Legislature, and the general public;

obtain and provide technical assistance for enterprise programs;

recommend to the division the adoption of rules necessary to carry out the provision of this chapter;

review and monitor an annual budget for all enterprises. The budget process shall include a projected profit analysis, sales forecast, and anticipated year-end financial forecast;

assist in the process of inmate occupational placement upon release from confinement by coordination with the Board of Pardons, Correctional Institutions, and Field Operations; and

prepare an annual report to the Governor and the Legislature which shall contain:

1. detailed financial statement of each enterprise in each facility;
2. detailed financial statement of the fund;
3. Reasons for establishing or terminating enterprises;
4. summary of plans to develop additional enterprises;
5. the number of inmates employed in each enterprise;
6. the number of inmates available for work at each facility; and
7. any further information requested by the Governor or the Legislature.

Major Accomplishments

Major Accomplishments

UCI Fishes for Greater Profits

Inmate Wayne Tubbs

Inmates raise tropical fish while serving time in prison.

By utilizing available geothermal water on prison property, Utah Correctional Industries becomes one of the very few operations in the United States capable of growing tropical fish. "We recently made our first test shipment" said **Paul Christiansen,** UCI supervisor over the aquatic operation, "and the quality was excellent".

By growing and selling tropical fish to private sector wholesalers in California, UCI is able to help offset the U.S. trade deficit, while providing meaningful work for inmates. Inmates earn private sector wages ($3.35 per hour to $4.00 per hour) while contributing to the cost of their room and board, paying taxes and contributing to victims compensation.

In addition to the angel fish currently being raising, UCI is negotiating with the Utah Division of Fish and Game to develop a bass hatchery that will allow this game fish to be grown for Utah waters in the near future.

Contract Tracking System Created

The **Inspector General's Office** developed a contracting method, resulting in fewer variations of initial contract forms, amendments and renewals. The system generates important information at a glance without sorting through reams of paper. In addition, a new comprehensive computer program allows sorting by a number of variables.

For the first time in the Department's history, uniform contract training has resulted in greater consistency and efficiency in the orderly preparation, bidding, and managing of contracts. Contract training is provided to designated division contract coordinators, their staff and others involved in the contracting process,

New Iron County/Utah State Correctional Facility Operational

The **Inspector General's Office** accepted the responsibility for supervising the operation of the Iron County/Utah State Correctional facility. This unique facility, owned and operated by both Iron County and the State of Utah, houses County prisoners and State inmates. This bold venture in adult incarceration, believed to be a first-in-the-nation, attempts to tap the efficiencies of a joint facility. At this time of tight budgets, Iron County and the Department of Corrections combined resources to better meet the needs of both public safety entities. The facility, originally designed to house 42 State inmates and 46 County offenders, has recently been double-bunked and the capacity doubled under directions from **Gary W. DeLand**, Executive Director of the Department of Corrections. In addition, Iron County administrators agreed to lease the unused beds to the State, thereby creating a housing capacity of over 100.

Major Accomplishments

Executions Require Team Effort

Two executions were conducted during the past fiscal year. Both proved to be major under takings for the Department of Corrections. **Each was precisely planned and carried out flawlessly.** These operations represent a team effort involving numerous law enforcement agencies and a thorough planning process involving all components of the Department of Corrections.

William Fowlke

Bureau Chief Graduates from FBI Academy

Bureau Chief **William Fowlke**, recently graduated from the FBI National Academy. This three-month training program, conducted at Quantico, Virginia and reserved for law enforcement officers from the various states, territories, and federal and military agencies, expanded Mr. Fowlke's knowledge in the latest in criminal technology, philosophy, procedures, and law. He returned with an enhanced ability to handle a major component of Institutional Operations, the Bureau of Enforcement and Investigations. Director Fowlke's achievement, the first member of the Department to successfully complete this program, reflects positively on both himself and the Department.

Institutions - Free of Escapes

NO escapes occurred this past fiscal year from any secure prison facitliy. During FY '88, the Enforcement Bureau and facility staff contributed to stopping all escape attempts from the South Point facility. At the North Point facility, one escape attempt incident occurred in which two inmates were temporarily ot of custody. This represents the first year on record without a successful escape. Walkaways from Community Corrections Centers and home visit programs did take place, but each occurred under circumstances of minimal or no security. Credit for this successful effort belongs to all staff who diligently executed security policies and procedures. It has been more than three years since the last escape from the South Point facility.

Major Accomplishments

Contract providers teach basic life skills to Orange Street residents.

Orange Street Mentally Ill Offender Program Opens Doors

In January of 1987, the Orange Street Community Correctional Center implemented a long-awaited and much-needed program for the mentally ill offender. Using contract services from private community providers, the program provides 24-hour-a-day services to offenders who need structured and/or additional assistance before they are ready to live independently in the community. In addition to offering group and individual therapy, Orange Street also assesses medication needs for those needing stabilization. A life-skills course and recreation therapy help to insure offenders, when ready to integrate into the community, will have the knowledge to live independently while meeting a greater portion of their own needs. The growth of this offender population has been a concern to the division and makes this new program a welcome addition to the list of services provided to both the offender and the community.

New Accounting System Increases State Revenue

During the past fiscal year, the Finance Bureau implemented the State Auditor's recommendation concerning the Inmate Commissary and Recreation accounting systems. This change, brought about by the Finance Bureau and the Inmate Accounting staff at the prison, implements the State Auditor's recommendation which places this function under the control of the Legislature. Revenue now generated from commissary sales and invested by the State Treasurer earns interest on behalf of the taxpayer. This accounting change brought about a one time collection of 1.1 million with the potential of several thousand dollars annually.

Department Unveils New Prison Facilities

The Department added three new inmate housing facilities and a training center to its Draper site complex during fiscal year '88. Facilities completed and occupied at the South Point facility during the early months of 1988 included the Oquirrh and Uinta facilities (medium and maximum built facilities), and at the North Point facility, a secure women's prison. The Fred F. House Corrections Academy was also expanded and now includes a dispatch center, emergency command center, training room, and dormitory. In addition to the new construction, a new ventilation system and additional bunks were installed in the old maximum security building, doubling the capacity of that facility currently used as the reception and orientation (R&O) center.

These improvements allow the Department additional bed space, more secure facilities and better observation and control of inmate populations.

Major Accomplishments

Drug Control Major Focus

Administrators of Field Operations applied for and received $130,600 in Federal Grant money. The grant money, part of the President's push to gain control over the growing and worsening drug problem in this country, has been earmarked for such things as personnel, training, psychological evaluations and counseling, electronic monitoring equipment, and facsimile machines. The receipt of this grant will provide additional support services and equipment to the Field Operations, assisting in the divisions goal's which will provide quality community protection.

Bureau Report Influences Future

The Planning and Research Bureau provided an extensive report on Corrections population dynamics and projections to a Corrections Task Force established by the Commission on Criminal and Juvenile Justice. This report formed the background for recommendations made by the task force on the future of Corrections. For example, one area of Corrections' future influenced by the report had to do with the funding of the Gunnison Regional Prison, which is currently under construction.

Boot Camp - Shock Probation Program Studied

Two Field Operations administrators, a State senator and the Governor's Budget Analyst traveled to Georgia to see first-hand that State's successful "Boot Camp" operation.

Georgia's program, began in 1982, provides a highly-structured, military-type program for first-time offenders. At the time of sentencing, a Georgia judge may order an offender to serve 90 days in the camp where he will function in a very military-like setting during his stay. The offender participates in physical conditioning and strenuous manual labor, and then is placed on regular probation after completion of the program.

Myron March, Director of Field Operations; **Tamara Holden**, Regional Administrator for the Community Correctional Centers; Senator David Steele; and Dave Walsh, Budget administrator for the Commission on Criminal and Juvenile Justice, spent their four days learning about the program, while weighing the pros and cons of implementing the program within the Utah Corrections system.

Administrators will follow the Georgia experience and study the program as a possible solution to some of Utah's incarceration problems.

Major Accomplishments

ASBESTOS Eliminated from Carbon County Hospital, thanks to UCI's "Asbestos Busters"

Two of UCI's "Asbestos Busters" at work

Utah Correctional Industries's (UCI) Asbestos Busters, an inmate group recently removed all of the asbestos from the old four-story Carbon County Hospital in Price, Utah. The old hospital was donated to the College of Eastern Utah (CEU) for much needed classroom space. Early in the developmental phases CEU ran into a major problem - asbestos. Using inmate labor, this major asbestos abatement project was accomplished at a significant cost savings to the college in excess of $300,000.

This unique program, a brain child of Executive Director **Gary W. DeLand**, utilizes inmates and staff of the Department. Each inmate is thoroughly screened, trained, and certified by Department of Health and Air Conservation Committee working with its environmental consultant Industrial Hygiene Inc. (IHI), which develops work plans, obtains EPA approval, and monitors air quality on the job. UCI provides the inmat labor and on-site supervision for the abatement effort.

"The project proceeded on schedule and the work of the inmate crews was excellent," said **Scott Nordstrom** of IHI. During the project, UCI used millions of square feet of poly film, removed hundreds of thousands of square feet of asbestos containing materials, and transported inmates approximately 100,000 miles to complete the project. The Carbon County Hospital project was completed in mid August, 12 months after it began. The UCI team has begun asbestos removal from the State Capitol Office building, a project that is scheduled for completion in this fiscal year.

This program has gained national attention for this first-ever utilization of inmate labor in a major off-prison property project. Not only is the program able to save the State hundreds of thousands of dollars, but it is providing inmates with ideal training which they can use immediately after being released from prison. To date, more than half have been trained for this profession; 18 have been released from prison and 7 are working successfully in the field with private firms.

Major Accomplishments

Lt. Fred House Honored with Earl Conder Award

Ann House and son Seth accept Award from Governor Bangerter

It is very unusual for any of the State's Departments to have more than one nominee for the *Earl Conder Outstanding State Employee Award.* This year, **Lt. Governor Val Oveson**, charged with the screening and selection responsibility, made the final selection from 53 nominations submitted by all state agencies. The Bureau of Enforcement and Investigations, in the Division of Institutional Operations, had two members on the final list—Bureau Chief **William Fowlke** and **Lt. Fred F. House**. From the five finalists, **Lt. House gained the Earl Conder Award, posthumously.**

Lt. House and Bureau Chief Fowlke's nominations recognize outstanding contributions to the Department of Corrections and to the citizens of the State. Both represent the outstanding character of State employees.

UCI Opens New Second Data Center

Inmate Jack Jessup at UCI Data Center

Citing increased workload and the need to provide work opportunities for inmates, Utah Correctional Industries (UCI) opened its second data entry center at the Young Adult Correctional Facility during the spring of 1988.

The new center utilizes 24 inmate data entry operators per shift. This new center compliments and provides backup for the main data center at the Wasatch Correctional Facility, located at the South Point Prison complex. The Wasatch Data Center uses 32 inmates per each of the two shifts. Total inmate work opportunities in data entry are currently approaching 100.

UCI provides data entry services for the Utah Department of Health, the Department of Natural Resources, the State Board of Education, and several other governmental agencies. "UCI's quality is excellent and the delivery is great", said **Dennis Reynolds** of the Department of Health. In operation since January, 1987, **UCI has saved the Department of Health alone well over $200,000 per year.** Many other agencies are looking to UCI for cost savings in their data enty needs.

Major Accomplishments

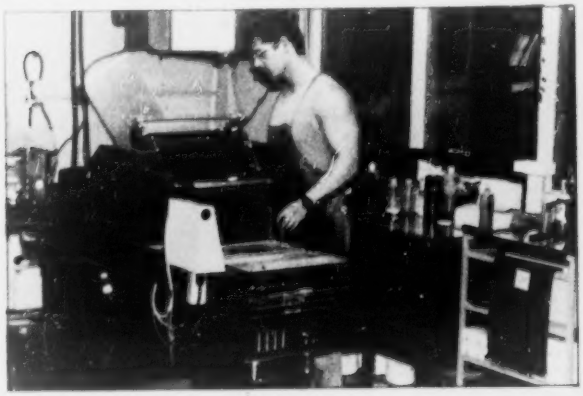
Inmates Donate Gift to Utah's Children

As a "gift to the children of Utah County", inmates of the Utah State Prison working in Utah Correctional Industries recently completed printing a pamphlet entitled "What You Should Know About Child Sexual Abuse in Utah County." Working in conjunction with the Utah County Inter agency Task Force on Sexual Abuse and Assault, the UCI inmates donated their time and labor to print 10,000 pamphlets.

"These pamphlets will help raise community awareness of the sexual abuse of children which is occurring in Utah County, and what we can do to help our children" said **Laura Blanchard**, Task Force Chairperson.

"The men really felt good about working on this project" said **Adrian Overton**, UCI Print Shop Supervisor. "We took a vote, and the men agreed to produce the pamphlet with donated labor and materials."

UCI operates a print shop that uses approximately 15 inmates from the Wasatch and Oquirrh Correctional Facilities to provide printing services to governmental agencies throughout the State.



Inmate James Summeral Working in the Print Shop

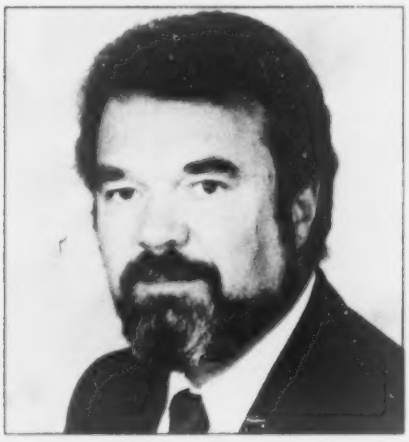
Inmate Moves

In late 1987 and early 1988, almost every one of South Point's 1200 inmates moved from one housing unit or cell into another, at least once. Several inmates were moved two or more times. These moves were made necessary by the opening of the new Oquirrh and Uinta prison facilities.

In each case, numerous special circumstances had to be considered, and in **all** instances, mail, food services, medical care, visiting, commissary, employment, and other inmate needs and programs continued without interruption. In many cases, a move from one facility to another created a major program shift for the inmates involved. **During these moves, no major disruptive events occurred.**

Office of the Executive Director

Office of the Executive Director



Gary W. DeLand

Executive Director

Accomplishments 1985-1988

The Department is just beginning its fourth year in the new direction established July, 1985. The original goals and objectives included:

1. establishing the Department's number one priority as public safety;
2. writing a policy and procedure manual system for the Department and its Divisions;
3. developing a comprehensive pre-service and inservice training system;
4. increasing individual accountability;
5. internally auditing the Department to discover operational weakness, uncover staff non-compliance with policy and procedure, and identify needs for policy and/or procedure changes; and
6. beginning a building and remodeling program to increase USP capacity and modernize facilities.

During the past three years, great progress has been made in achieving these goals. The men and women of the Department have made a remarkable effort, and the result has been impressive.

Policy and Procedure Development

The Department has moved from a situation in which there was virtually no policy and procedure system in place, to develop over 400 directives which guide and control Department functions.

Public Safety Mission

Success in achieving the Department's public safety mission has been dramatic. Examples of that success are numerous:

1. Escapes from the Utah State Prison have been reduced to virtually non-existent—the last escape from the South Point prison was over three years ago.
2. Violence inside the prison has been dramatically reduced.
3. Probation and Parole agents operate utilizing a very aggressive approach which is designed to remove offenders from the community before they victimize innocent persons.

Training

In three years, the Department has moved from an inadequate four-week pre-service training program operating from a poorly ventilated, cramped "one-room school house," to:

1. a Corrections Academy with several classrooms, a gym area, firing ranges, an exercise/weight room, library, and administrative area;
2. development of an 11-week pre-service academy, a peace officer conversion academy, and an extensive in-service training system; and
3. development of a management training system which serves the needs of Corrections and other Departments of State government.

Office of the Executive Director

Individual Accountability

The Department has combined an internal investigation component with a very sophisticated staff due-process-hearing procedure to seek out that very small minority who have proven unworthy of the public trust. In the three years this system has operated, the Department's former Administrative Law Judge, **Toby Jacquez**, was never overturned on appeal.

Internal Audit

Perhaps the strongest tool in the Department's progress over the past three years is its Management Audit Bureau (MAB). The MAB continually audits the Department's operation at all levels; finding operational weakness, inefficiency, need for change, and problems. Audits of this type facilitate change and improvement before the inadequacies surface as major problems and embarrassments.

Re-building and Expanding Capacity

Past Executive Directors **Bill Vickery** and **Doug Bodrero** obtained, in 1985, funds to begin a long-needed expansion of capacity and remodeling of facilities. During the past three years the master plan was rewritten in the interest of developing a much more efficient design approach.

This process permitted the $62,000,000 Phase One Prison project to be completed for about $32,000,000 while increasing the intended capacity by an amount that, under the old master plan concept would have cost $20,000,000. The new women's facility was altered by changing the operational and housing concepts and sharing some parts of the YACF unit of North Point, which provided 132 beds instead of the 60 which would have been built under the original plan without increasing the project cost.

1988 and Beyond

The Department now moves on, with the momentum of the past to propel it through the end of the 1980's and into the next decade. The challenges of the future will be greatly increased as a result of growing public concern over taxation and tighter resources which will likely be seen in the future.

Public safety remains the Department's number one priority. We will accomplish this by continuing (and building) past practices, and by increasing interaction with local law enforcement and the criminal justice system as a whole.

Policy and procedure development will shift to completing a technical manual system. Training will continue to be the number one tool for enhancing the competence, capability and performance of staff. Internal audit will continue as the primary means of evaluating performance, ensuring adherence to policy and good management practice, and identifying and correcting dysfunction.

The Department of Corrections has a highly trained, very competent and dedicated staff. The future of corrections holds great promise. Progress is on or ahead of schedule.

The promise of the future will be tempered with the challenges which will be faced. I strongly believe that the staff, mid-level managers, and administrators of the Department are equal to the challenges of the 1990's. The Department and its members will excel in meeting this future mission.

Office of the Executive Director

N. Bruce Egan

Deputy Executive Director

As I visit the various of divisions of the Department, I'm more and more impressed with the caliber of people and the work that is being performed. I sense that we now have a critical number of professionals who are committed to the mission and direction that we set to achieve three years ago.

A number of factors have contributed to the qualities that I am observing, including: a strong leadership capability, which has created a strong vision for the future and clear expectations for what it takes to create a strong and successful organization; an intensive screening, testing and training program for all new staff entering the system; department-wide policies and procedures; a greater emphasis on training and development; a stronger, driving cadre of leaders committed to the mission and goals of the organization.

This type of commitment has been representative throughout the entire year. For example, during the Marion stand-off, a number of our staff volunteered to assist the Department of Public Safety and the FBI, which unfortunately resulted in the death of **Lt. Fred House**. Many more gave of their time and talents to make the double-bunking concept succeed at a time when we were struggling with an already crowded prison. Our probation and parole staff continue to work numerous hours, trying to manage an ever growing offender population without additional resources. Others worked to seek support and funding for a new regional prison. These few examples are representative of the level of performance and dedicated service being provided by a large number of professionals throughout the Department. Work seldom recognized nor seen by the public.

The citizens of the State of Utah are fortunate to have a strong agency like Corrections. Fortunate in the sense that this organization is well prepared to meet the demands of the public and the growing number of offenders entering the criminal justice system. With a commitment to excellence, Corrections will continue to be a role model for other agencies and members of the criminal justice community.

Office of the Executive Director

Mission Statement

The primary mission of the Department of Corrections is community protection in a manner which also enhances the safety of staff and offenders. To accomplish this, Corrections is committed to the establishment of operational policies and procedures which provide for the development of security and offender prog ıms and to identify, control and attempt to modify the inappropriate behavior of ɔffenders. As a component of the criminal justice system, the role of the Department is:

1) implement court-ordered and Board of Pardons supervision and, when appropriate, detention of those convicted of unlawful behavior;
2) assist in maintaining the integrity of law by administering sanctions and punishments imposed by courts and the Board of Pardons for unlawful behavior;
3) offer a wide range of correctional options including victim restitution, public service work projects, community corrections, probation, institutions, and parole services necessary to meet the needs of both society and the individual;
4) provide individualized program and service opportunities for convicted offenders which will enhance self-sufficiency, and which are administered in a just and equitable manner within the least restrictive environment consistent with public safety;
5) provide professional assistance to the legislative, judicial, and executive branches of government;
6) provide a self-supporting correctional industries program to employ inmates in productive, meaningful activity;
7) enhance the professionalism and competence of Department staff through development and maintenance of a comprehensive policy and procedure manual system, and provide audit and internal investigative functions; and
8) develop a close working relationship with State and local government officials throughout the State.

Public Safety, the primary mission of the Department will be enhanced by efforts to increase the efficiency and effectiveness of the organization. These efforts will improve public safety by improving working conditions for staff, conditions of confinement for inmates, and the range of services for commuinty programs.

Increasing the level of professionalism will continue to be a major objective of this administration. This can be achieved, given the number of committed employees throughout the Department. By doing so, the mission, goals, and objectives of the Department will be achieved and the citizens will benefit.

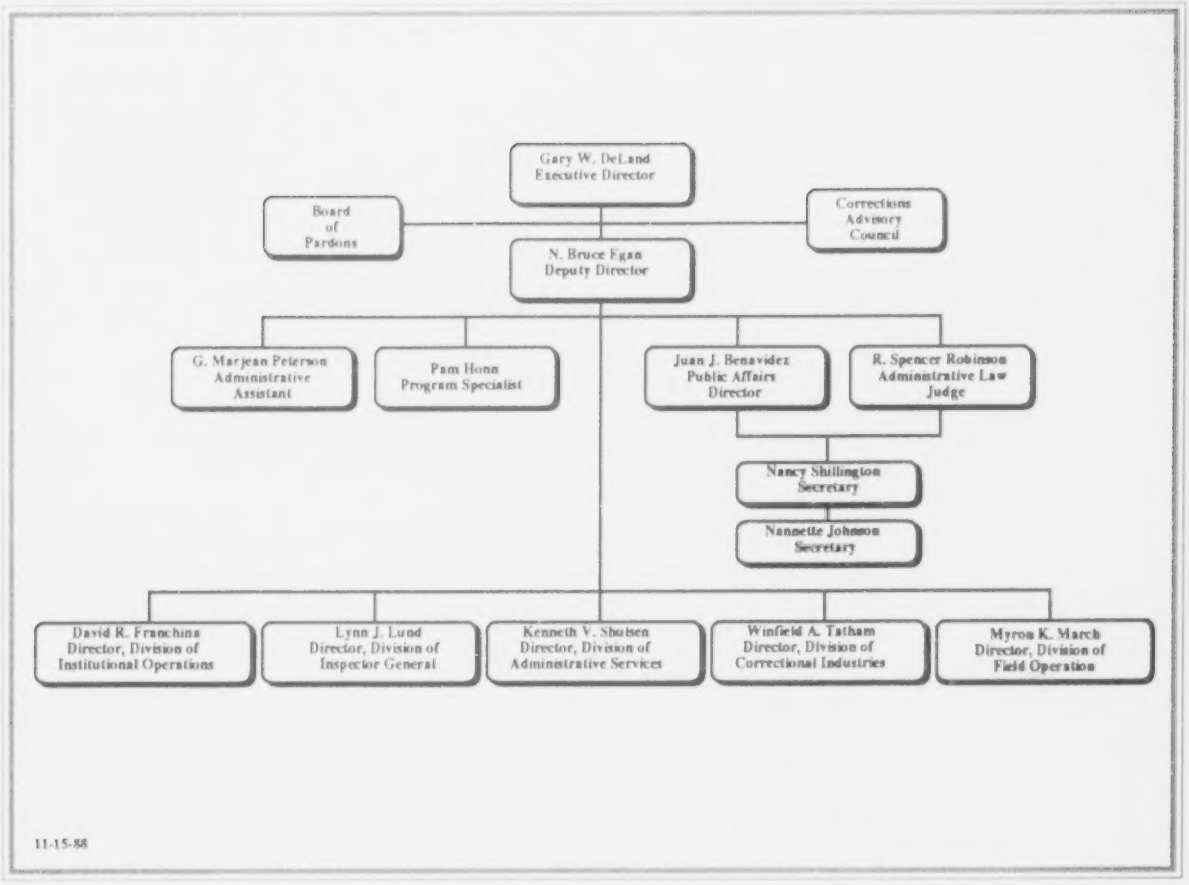
Organizational Rationale

The Executive Director is responsible for the philosophy, mission and direction of the Department, and must ensure that an effective working relationship is maintained with other agencies of State government and the criminal justice community.

To fulfill its mission, the Department is organized into five Divisions each under the administration and direction of a division director. Reporting directly to the Executive Director are: the Deputy Director who is responsible for the day-to-day operation of the department; the Public Affairs Director, who manages the press and community relations functions; the Administrative Law Judge who handles the discipline and grievance process; a Policy and Procedure Program Specialist, and the directors of Administrative Services, Field Operations, Institutional Operations, Utah Correctional Industries, and the Inspector General. In addition, a Corrections Advisory Council exists to advise the Executive Director on a number of issues affecting the Department such as proposed policies, future planning and organizational goals.

Office of the Executive Director

Office of the Executive Director



Office of the Executive Director

Administrators and Managers Participating during weekly Executive Director's staff meeting

The Executive Director

Under the direction of the Executive Director, **Gary W. DeLand**, the office of the Executive Director includes: the Deputy Executive Director; Public Affairs; the Administrative Law Judge; Policy and Procedure Program Director; and three secretaries.

The Executive Director is the key administrator for the department and the link to all external entities affecting Corrections. The Executive Director supervises members of the executive staff and manages the Department through delegation of authority. He ensures that the mission as well as policies and programs are consistent with the laws of the state and with the priorities set by the Governor. During the past year, the Executive Director was instrumental in: gaining support for a new 2,000 bed regional prison; insuring that policies and procedures for the Department were completed to meet the demands of a growing offender population; generating support from both the University of Utah and the Department of Corrections for a new Master of Public Administration degree with an emphasis in Criminal Justice; and enhancing competency to the point that numerous staff are called for direct assistance and consultation by a number of community, governmental and educational organizations

The Deputy Executive Director

The Deputy Executive Director **N. Bruce Egan** assumes responsibility for the day-to-day operation of the Department, ensures that everyone understands the mission of the organization and works between the Department and law enforcement agencies. During the past year, the Deputy Executive Director insured that: the successful opening of a number of new prison facilities occurred; issues at the new Iron County facility were resolved; each division focused on the mission and goals of the Department and external relations with the criminal justice community improved; and the execution of two inmates was carried out in professional manner.

Office of the Executive Director

Public Affairs Director

The Public Affairs Director, **Juan J. Benavidez** is responsible for maintaining communications with individuals, the press and entities external to the Department. The primary focus of this office is to keep the public informed and educated about the agency's mission, goals, programs and people. The Director coordinates all Department level media and legislative needs, responds to public inquiries, directs a number of Department-wide employee relations programs, and assists the Executive Director on a number of issues.

Within the past year, much was done to improve relations with the news media, the Corrections Advisory Council, the public, and members of the criminal justice community. Programs designed to improve employee morale and communication, such as the Corrections Olympics and Awards Ceremony, were continued with greater staff involvement. In addition, legislative relations were improved, as were internal and inter-departmental communications through a monthly newsletter called ***the Rap Sheet.***

Administrative Law Judge

The Administrative Law Hearing Office, has experienced significant growth and success during the past four and one-half years. The original direction of the office involved the handling of UDC personnel matters involving staff members. In the time since the office has taken this responsibility, which was originally under the Utah Attorney General's Office, the office has processed 204 personnel cases. These matters have involved issues ranging from sleeping on duty to off-duty misuse of alcohol and drugs. Of cases handled by the Administrative Law Judge, **Toby Jacquez**, there has never been a reversal of any of his decisions. Approximately seventy (70) employees have been terminated as the result of decisions from this office. However, more significant is the fact that this office has assumed a leadership capacity in setting out the standard of conduct for Correctional employees.

In addition to personnel matters, in FY 87 this office ruled on 167 inmate disciplinary appeals and 59 inmate grievance appeals. There were also 23 hearings involving forced treatment for inmates at the Utah State Prison.

Policy and Procedures Administrator

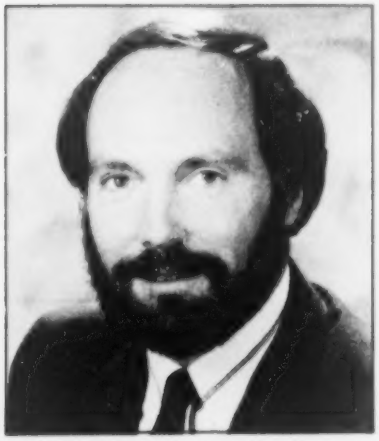
The process of developing the Department's policy and procedure manual system began in July of 1985 under the supervision of the Executive Director, **Gary W. DeLand**. To date there are 300 operational chapters in print and over 400 post order chapters developed. The Technical Manual System is also underway with portions of manuals already distributed.

With yearly reviews and constant updates, these manuals serve as the most current basic operating guide for every aspect of the Department. The assignment of **Pam Honn** to manage this project has resulted in tremendous gains in this areas.

The Department is making an effort to complete the general manuals for each Division, plus continue the development of the Technical Manuals, the Utah State/Iron County Correctional Facility Manual system, and eventually the manuals for the new prison in Gunnison.

Division of Field Operations

Division of Field Operations



Myron K. March

Director

Field Operations had an excellent year in accomplishing its objectives and providing staff with the necessary tools to do their jobs. The workload has been steadily increasing, requiring more pre-sentence investigations and other types of investigations. Felony probation as well as parole caseloads have increased. Based on these increases, additional resources will have to be found or supervision and services will be reduced even further.

Despite the heavy workload, staff continue to do an excellent job providing the highest caliber of services that present resources allow. One of our major goals is to identify workload concerns and try to provide the necessary resources or reduce services in some areas so that the higher priority services can be maintained.

Another goal is to complete the policy and procedure manuals. Field Operations has come a long way with this process, including the completion of post orders for all staff and the formation of general orders which place the policies and procedures in the hands of staff while the formal processes of review and printing occur.

An additional goal will be to assist the staff and the agency to improve the recruitment and retention of new staff. This includes trying to provide equity throughout the division for similar positions in salary, duties and responsibilities. This process has begun with the clerical staff and the development of a Technician Task Force. Field Operations is also working on team-building activities to increase staff morale and productivity. The recommendations from the Diagnostic Task Force will be finalized this year, which will include the purpose, format, and diagnostic tests that will be utilized.

Field Operations applied for and received a federal drug grant to provide additional drug testing equipment and treatment resources. In an effort to increased efficiency, the agency provided facsimile machines for its offices throughout the State. This equipment allows documents such as presentence investigations, diagnostic reports, warrants, fugitive information such as pictures and court and Board material to be sent to any office throughout the Department in a matter of minutes. Work in the area of computer tracking of the offenders and the database for statistical information has taken place. Field Operations' Classification Coordinator has worked very closely with the Department's Bureau of Management Information Systems to improve the system and the information gathering process assure that the figures and work units in the workload formula are updated and accurate and provide effective computer training to all staff.

Field Operations is looking at a new concept in the treatment of youthful substance abusers in a paramilitary program. The "boot camp" program will be studied by a task force this coming year to determine if the program has potential for this State.

The Bonneville and Orange Street Community Correctional Centers lease purchase agreements were paid off this year. These facilities are now owned by the State. An additional goal is to replace the Ogden Community Correctional Center, which is an old motel, with a new Corrections-designed and built facility. This will increase the security, as well as the number of beds and treatment opportunities that can be offered. We have also initiated a mental health program at the Orange Street Community Correctional Center for the mentally ill offenders under supervision. This was a much-needed program, since it is difficult to find treatment programs for the mentally ill in the community.

The citizens of this State can be proud of the services rendered by the staff in Field Operations who are dedicated, loyal, and hard-working professionals.

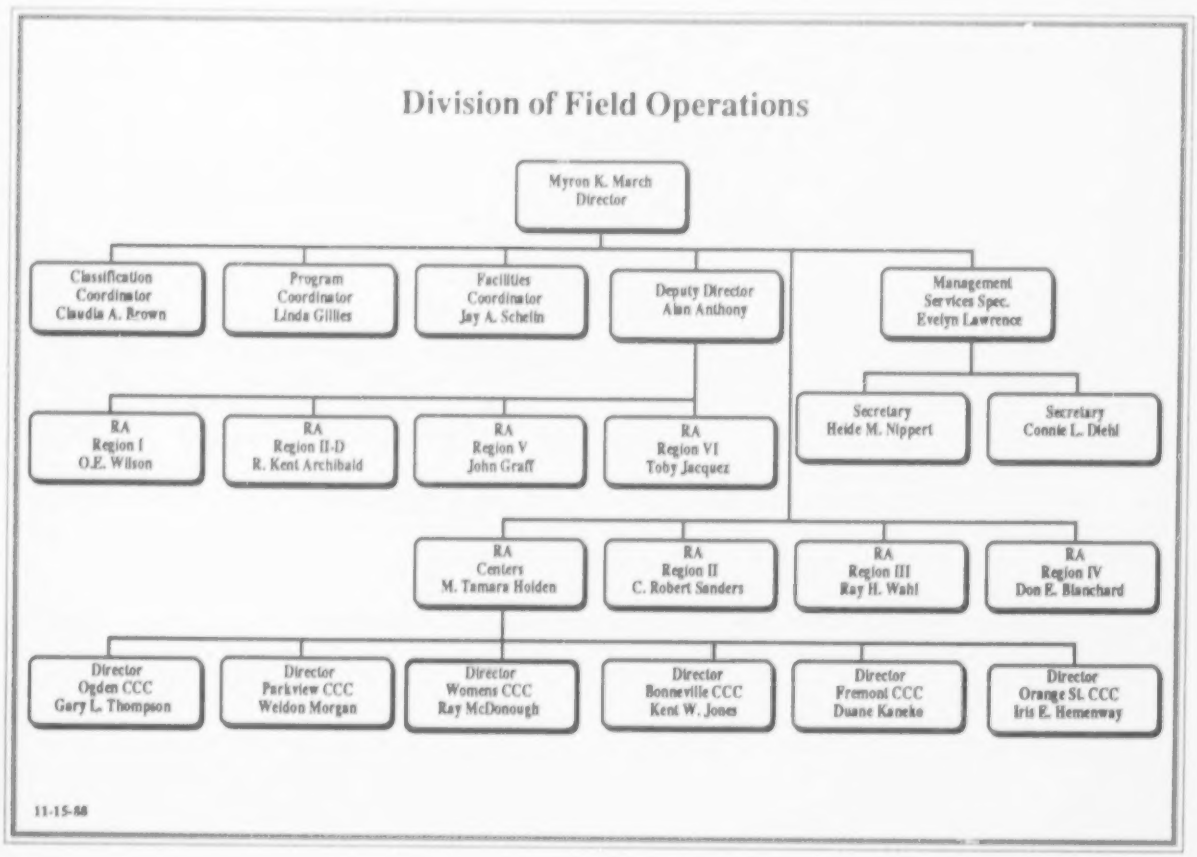
Division of Field Operations

Mission Statement

The Division of Field Operations, created in 1983 as a separate entity within the Department, encompasses both Adult Probation and Parole and the Community Correctional Centers. The division is authorized by statute to provide investigations, evaluations, and supervision of offenders in a community rather than a prison setting.

Field Operations provides services which run the gamut from the beginning to the end of an offender's period of involvement in the criminal justice system.

Regardless of the point at which Field Operations may receive an offender, the primary focus and mission of the division continues to be community protection. Field Operations accomplishes this goal through the use of both community correctional centers which provide the most restrictive services in the field, and supervision in the community by trained probation and parole officers. The Field Operations Division has statutory mandates and responsibilities which govern many of the policies and procedures which have been developed and many of the programs that have been implemented. The division strives to meet its goals and mission by providing various levels of supervision, accurate information to governing bodies about an offender's behavior, and careful selection and training of division staff to insure the continued quality of the services delivered.



Division of Field Operations

Organizational Rationale

The Division of Field Operations' organization, headed by a Director and Deputy, includes Regional Administrators in each region, as well as, Assistant Regional Administrators in the larger regions. Line supervisors and support staff compliment the efforts of Probation and Parole Officers, Counselors and Correctional Technicians.

The Division's probation and parole functions are divided into seven geographical regions to provide most services on a state-wide basis. In January of 1988, the Community Correctional Centers became a region consisting of six centers, two located in Ogden, Utah and the remaining four in the Salt Lake area. Adult Probation and Parole has 16 field offices plus the Diagnostic Unit housed at the Wasatch Unit South Point Facitlity, and recently added additional space in the form of a modular unit at the Region II-D Farmington Office.

Field Operations involvement with an offender generally begins at the time of conviction, when the court may order that a presentence investigation report be completed by Adult Probation and Parole to assist in the sentencing process. This report provides the courts with information regarding the offender's family, employment, education, substance abuse, criminal history, medical and psychological situation, etc. In addition, it serves as a forum for the victim to provide the court with information about the impact of the crime on their lives and the subsequent cost to them in financial as well as physical and emotional terms.

Following an evaluation of all information obtained, Adult Probation and Parole provides the court with both the informational report as well as a recommendation regarding the sentence. Following the actual sentencing, the pre-sentence investigation report remains in the correctional system. The report is used by the probation or parole officer to make treatment and supervision decisions, by the prison for information and classification purposes, and by the Board of Pardons in their hearing and decision-making process, and by treatment agencies in providing services to the offender. **In FY'88 alone, Adult Probation and Parole completed 2797 district court pre-sentences, 3264 lower court reports, 189 post-sentences, 175 post-commitment reports and 499 addendums to pre-sentences.**

At the time of sentencing, the court may feel the need to gather information in addition to that provided in the presentence report. In such cases, as authorized by State statute in felony cases, request a 90-day diagnostic report. The offender, sentenced to the Diagnostic unit at the Young Adult Correctional Facility, goes through a variety of personality, intellectual and achievement tests and observations. The Diagnostic Unit staff then prepares a comprehensive report, addressing the previously mentioned factors, as well as any other significant information which may have come to light during the offenders stay at the Diagnostic Unit, for the courts.

A new modular unit at the Region II-D office provides additional office space for the region.

Pre-sentence investigator Kathy Ockey conducting a personal interview with a victim

Division of Field Operations:
Adult Probation and Parole

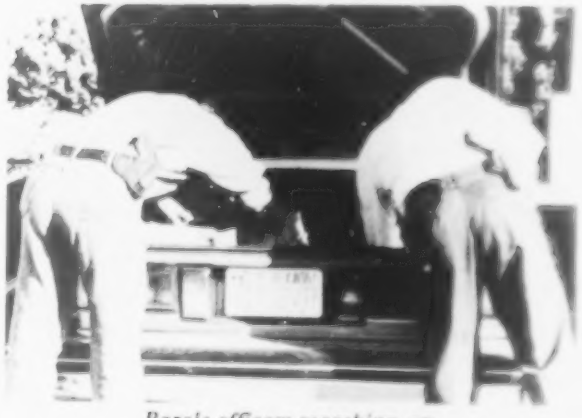
Probation and Parole Supervision

The courts, at the time of sentencing, have the option of sentencing the offender to probation rather than prison under the jurisdiction and supervision of Adult Probation and Parole. In addition, those offenders committed to the Utah State Prison will generally, at some point, be released by the Board of Pardons to continue serving their sentence in the community while on parole status, under the jurisdiction of Adult Probation and Parole.

Field Operations employs a classification system to provide the necessary supervision and services to offenders while fulfilling the other aspect of the division's mission—community protection. From this system, a method of supervision standards was developed which specifies a number of tasks that each agent must complete, on a monthly basis, for each type of offender. In the past several years, Field Operations has specialized, its caseloads, such as, sex offenders, mentally-ill offenders, substance-abuse offenders, and minimum and maximum risk offenders. Similiarly, Community Correctional Centers have devoted space and programming to incest and sex offenders, mentally ill offenders and the developmentally disabled offender.

On July 1, 1988, Field Operations supervised 7771 **offenders with 90 Probation and Parole Officers.** This number included 1246 parolees, 3485 felony probationers, 1823 Class A misdemeanor offenders and 1019 other misdemeanor offenders. Of those offenders, 261 were under the Intensive Supervision Program.

Intensive Supervision is available in the larger regions in the State and designed to enhance the division's mission of community protection. It provides maximum supervision and surveillance to a high-risk group of offenders through the use of multiple field contacts, random curfew checks, electronic surveillance, and intelligence-gathering complimented by traditional supervision methods.



Parole officers searching an offender's vehicle for contraband.

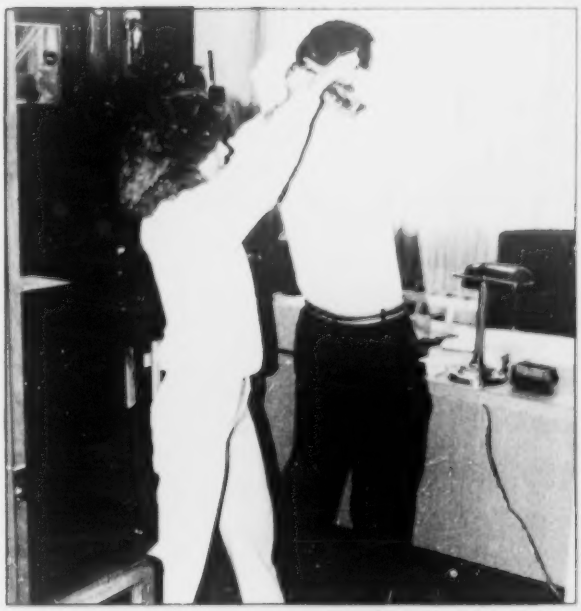
Division of Field Operations:
Adult Probation and Parole

An offender being hooked to an electronic monitoring device

Inmates who have demonstrated exemplary behavior while in prison may be eligible for the Early Release Program which allows an inmate to be released to parole status up to nine months early. Agents supervising this caseload have a reduced number of cases and can thus provide closer supervision and assistance.

Utah has been a pioneer in the area of Electronic Monitoring as an element of the supervision process. The program began in 1984 and has now been expanded to include sex offenders, intensive supervision offenders, and other parolees and probationers who could benefit from this program. At the present time, Electronic Monitoring is only available in the Salt Lake area. Offenders, "hooked" to an ankle bracelet device, also have a transmitter in their home as a part of a "continuous signal program."

The offender signs an agreement enumerating the conditions under which he/she is granted the parole or probation and agrees to abide by those conditions, once placed under supervision by the court or Board of Pardons. Those individuals who violate the terms of their agreement face possible revocation of their grant of probation or parole, and a period of incarceration or additional conditions and restrictions.



Offender being arrested for violating his release conditions and now faces revocation of his probation or parole.

Division of Field Operations:
Adult Probation and Parole

Private Providers

Occasionally, the need arises for an offender to receive some type of in-patient substance abuse treatment or other specialized service. Several years ago, Field Operations began contracting with private providers within the community for these services. This ensures a wider range of treatment options for the varied population placed under supervision. At the present time, Field Operations contracts with a number of agencies such as those listed below:

Project Turn	Provides residential services and programming for intellectually handicapped or developmentally disabled offenders. Currently, this agency provides services to 13 offenders every month.
Indian Alcohol Recovery Center	Provides residential services for substance abusers of all ethnic/racial groups, and includes group and individual therapy, recreational activities and educational components.
Salvation Army	A residential program serving the needs of offenders experiencing problems with alcohol abuse and includes counseling, job skills programming, alcohol education and psychological counseling.
Carlton Hotel	A short-term emergency subsistence for offenders in the Salt Lake area.
Salt Lake Valley Mental Health	Provides psychological reports during the pre-sentence process, group therapy at various Correctional Centers, and services for the Orange Street Community Correctional Center's Mentally Ill Offender Program.
Inter. Mt. Sexual Abuse Center	Provides evaluation and correction for Sex offenders.
Thirty-Ninth Street Association	Provides therapy and services for the Environmental Structure Program at the Fremont Community Correctional Center, designed for offenders requiring special life skills and basic educational services.
Weber Co. Mental Health and Alcohol & Drug	Provides both residential and out-patient services for offenders in the northern part of the State, through group and individual therapy and a structured living situation.
Weber Basin Job Corps	A residential employment training program, and designed to prepare offenders to compete in the job market by providing them with marketable skills. Last year these offenders helped work on the Air Force Museum in Clearfield and on various other community projects.
Davis County Alcohol and Drug	A residential treatment program which includes group and individual therapy for substance-abuse offenders.
Center for Family Development	This program augments the services for incest offenders completing the Fremont Community Correctional Center program. Last year this program had a waiting list while treating an average of 30 offenders monthly. These offenders must work and support themselves, their families and pay taxes.

Division of Field Operations

Specialized Programming

Sex Offenders

Field Operations placed much emphasis on the treatment and handling of the sex offender caseloads both within Adult Probation and Parole and the Centers. In addition to services provided through private provider contracts, Corrections personnel received specialized training in this area. Recent changes in the statute requires that Corrections take responsibility for the registration of sex offenders. The Department coordinate this effort through the Field Operations regions and centers, and with the Investigative Unit.

Community Service

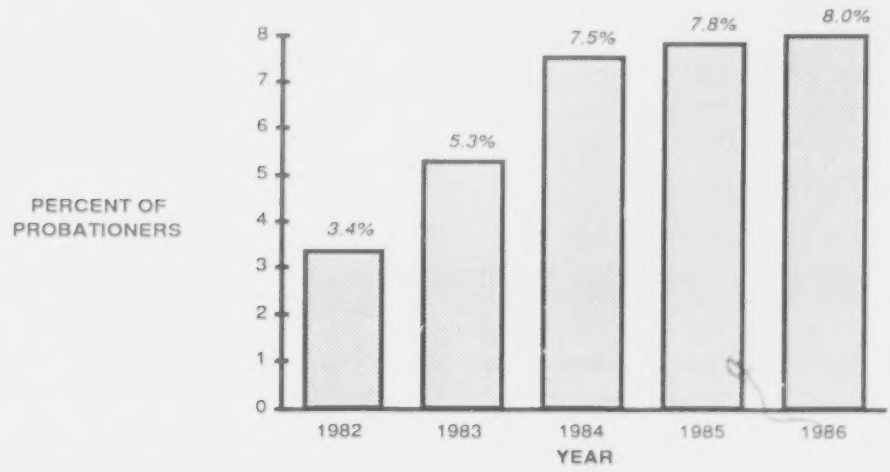
Community Service Programs, an integral part of the organization within most of the regions, are operated mostly by Correctional Technicians under the guidance of agents and supervisors. In addition to providing a valuable service to the community in terms of the number of hours of work and services contributed, the program increases the self-esteem of the offender by providing the offender with positive work experiences. **This program saved the counties over a million dollars in jail days the offender would have served with out this program.**

Restitution

A priority goal of the division includes the collection of monies from offenders to pay restitution ordered as a condition of probation or parole. During this last year, Field Operations has more fully implemented its automated bookkeeping system which will become operational state-wide within the next year.

Field Operations success included the collection and distribution of restitution monies to victims for their losses, money that may have never been reimbursed were it not for the efforts of staff.

PERCENT OF PROBATIONERS CONVICTED OF A SEX OFFENSE FROM YEARLY SNAPSHOTS -- 1982 TO 1988



Division of Field Operations:
Community Correctional Centers

Six Community Correctional Centers operate under Field Operations' Center Region, under the direction of a Regional Administrator. Although located in the Wasatch Front area, they serve a variety of offenders regardless of the offenders' home or court jurisdiction.

Bonneville Community Correctional Center

The Bonneville Community Correctional Center, a 60-bed facility, serves male offenders; both inmates and those under probation or parole supervision. All Center residents, except those in the orientation or evaluation phase, must find and maintain full-time employment while at the Center.

In addition to recognizing the importance of employment in an offender's success, the Bonneville Center also offers an Enrichment Program which provides classes in life skills, problem solving, stress management and also provides several therapeutic treatment groups.

Several years ago, the Bonneville Center developed and now houses a specialized treatment program for sex offenders. Under the direction of several psychologists, the program offers structured intensive coursework and treatment designed to change the offender's behavior and assess and monitor the progress of the participants.

Bonneville houses laboratory equipment for Field Operations used to analyze urine samples taken from offenders suspected of drug or alcohol use in violation of the conditions of their supervision.

Throughout the past few years, Center residents have planted and raised a large vegetable garden from which they donated produce to local food banks and organizations to help the needy.

Spence Nielson and Jennifer Bartell conducting a group therapy sessions at a Community Correctional Center

Parkview Community Correctional Center

Parkview Community Correctional Center, the only co-educational Center is located in Ogden, Utah, and serves a maximum of 31 offenders. The Center provides services ranging from substance abuse therapy to educational and job development assistance. Parkview also offers a complete kitchen facility, operations training and GED test preparation.

Women's Community Correctional Center

Since 1976, the Women's Community Correctional Center has existed to serve the needs of the female offender in the Salt Lake City area. The program, located on the third floor of the YWCA, has the capacity for 20 women. This co-location arrangement allows the women greater access to the Y's programs, designed to assist them adjust to community life and to pursue employment and educational goals.

Regional Administrator and Center Director's discuss center procedures during a regular meeting

Division of Field Operations:
Community Correctional Centers

Ogden Community Correctional Center

The Ogden Center, a 40-bed center, serves male offenders on inmate, probation or parole status. Twelve beds have been allocated to sex offenders and future plans will provide additional beds for this type of offender. Weber Mental Health, a private provider, also provides counseling services to the substance abuse offender at both the Ogden and Parkview Centers.

Orange Street Community Correctional Center

Opening in January of 1986, the Orange Street facility replaced the Lakehills (motel) Correctional Center which had operated from 1970 to 1985. While similar in its basic structure to the Bonneville CCC program, Orange Street offers a specialized program for the mentally ill offender.

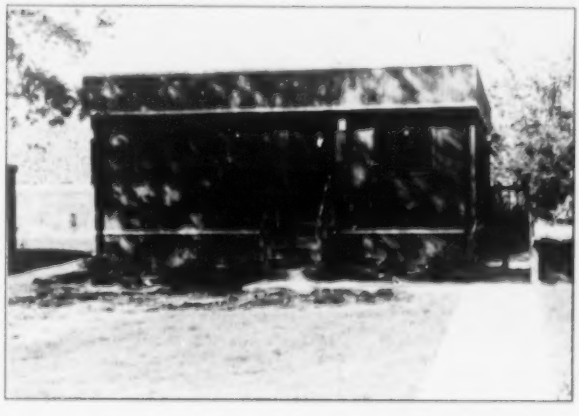
In addition to housing inmates, Probations and Parolees, the Center offers services to 12 offenders who have been diagnosed as severely mentally ill., through the assistance of private providers and the Center's specialized trained Corrections staff. The offenders receive medication stabilization, behavior monitoring, group and individual counseling, psychiatric intervention, when necessary, and programs to provide independent living and social skills. Administration purchased a modular housing unit and placed it behind the existing Center to provide services to an increasing mentally ill offender population.

Fremont Community Correctional Center

The Fremont Community Correctional Center provides a much needed service to the community through its Incest and Environmental Structure programs.

This 60-bed facility serves male probationers and consists of specialized treatment programs, provided by both Center staff and private contractors, including individual counseling, group psychotherapy and skills training. The incest offender program stresses full-time employment, therapy, human development and sexuality, stress management courses and the payment of any fines and restitution ordered by the court.

Offenders participating in the Environmental Structure Program receive training in the areas of employment, therapy, basic reading and mathematics, social and street survival skills, and when ordered, fine and restitution payment.



New modular unit at the Orange Street Center provides classroom space in the Mentally-Ill Offender program

A Center counselor completes a room search

The Division of Correctional Industries

Utah Correctional Industries

Winfield A. Tatham

Director

UCI is pleased to report that FY '88 was a banner year for UCI. With goals set forth by the Executive Director of the Department of Corrections were to:

A. remain profitable;
B. increase inmate employment; and
C. increase our focus on security.

All of these goals were met despite numerous problems. License plate sales were down by over $200,000, printing was down almost $100,000, bulk milk prices continued to fall ,and start-up costs developed in the aquaculture project.

Offsetting these problems was a record increase in sales of approximately $1,000,000 and a record increase of over 100 new inmate jobs. While everyone at UCI contributed to the FY '88 results, the major areas of improvement were:

Furniture Shop- All time record sales of over $1,000,000 were reached with an increase of over $300,000 as a result of our telemarketing program.

Data Entry Program - UCI in its first full year in data entry, passed both Federal and Utah State Health Department audits with flying colors. In addition, the Data Entry Program reduced Health Department costs by approximately $200,000.

Asbestos Abatement Program - UCI and DFCM established the first asbestos abatement program in the United States to utilize inmates. The removal of asbestos for the College of Eastern Utah resulted in savings to the State and taxpayers of over $300,000.

Sign Shop - Set an all time record in sales of almost $600,000. This represented an increase of approximately 40% over last year.

We have finished in the black for the third consecutive year. These results are only possible when we all work together as a team. My congratulations to all of my staff from top to bottom. Thanks for another great year.

This coming year will be one of positioning for greater profits. UCI has several major goals for FY '89:

A. bring newer operations up to a higher level of efficiency;
B. improve efficiency in existing operations;
C. increase sales and savings to State Agencies and thereby, increase inmate employment levels;
D. continue to provide services to governmental agencies at a cost savings; and
E. continue to work closely with the prison and Department of Corrections in security matters.

Utah Correctional Industries

Mission Statement

The mission of UCI is to provide work experience and training in an environment that stresses performance standards and rewards which are utilized by employers in the private sector;

to provide a variety of work programs that promote the work ethic and the intrinsic values and rewards of a productive work experience;

to employ the maximum number of offenders while maintaining realistic and productive work force levels in each operation; and

to provide offenders the opportunity for employment to help meet financial obligations; and to be financially self-sufficient.

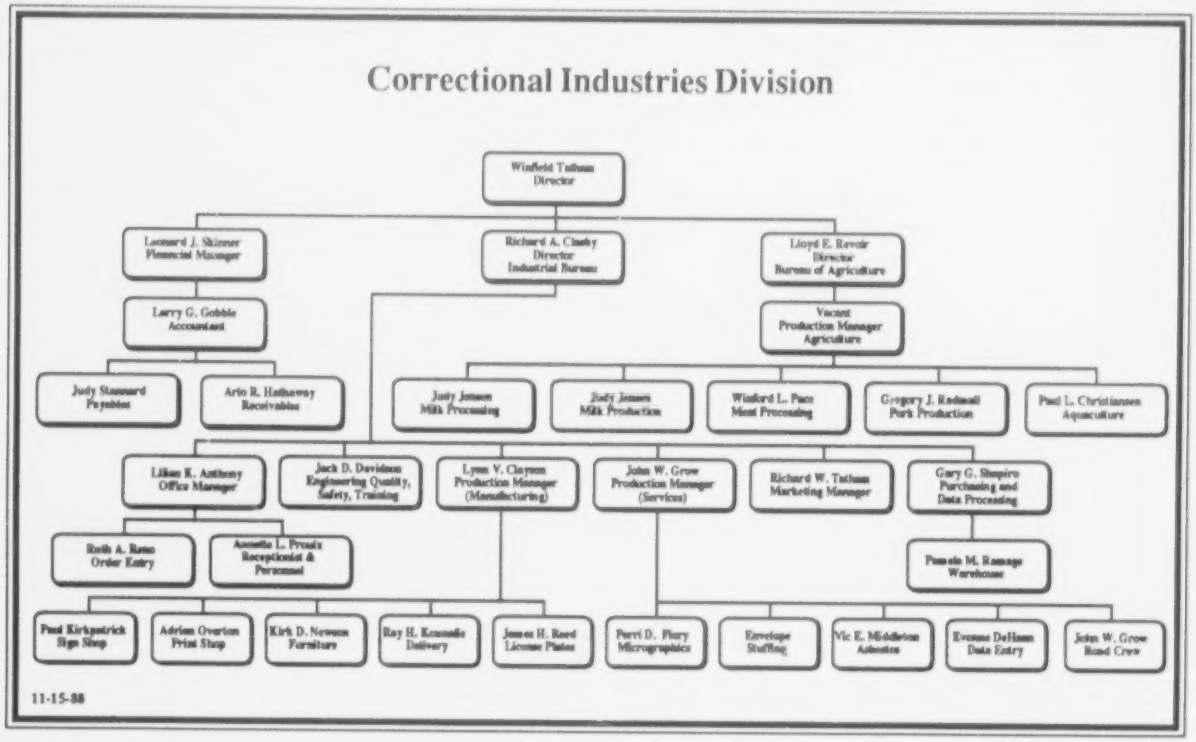
Organizational Rationale

To fulfill its mission, UCI is organized into two bureaus and a financial section to consolidate similar functions and provide timely delivery and quality products and services to our customers.

The Industrial/Service Operations Bureau provides manufactured products, services and support functions such as marketing and engineering.

The Agricultural Bureau specializes in farm, dairy, meat and fish products.

The Financial Section provides business information to the Division, our Advisory Board, the Department of Corrections, the Legislature, and the Governor. This section also performs internal audit services for the Division.



Utah Correctional Industries:
Industrial and Service Operations

Under **Richard Clasby's** direction, UCI's Industrial/Service Operations Bureau consists of three major sections: Industrial Operations; Service Operations; and Support Services.

Industrial Operations Bureau

The Industrial Operations, managed by **Lynn Clayson**, had another outstanding year. While license plate production was down somewhat from previous years, the furniture and sign shops were at their highest production levels in history.

Under **Kirk Newson, Richard Smith,** and **Neil Schiffman**, UCI's Furniture Plant achieved production levels over **$1,000,000**. This far exceeded previous years and was a tremendous effort by the whole furniture crew.

UCI's Print Shop continues in its joint program with the Division of Central Services to provide more efficient printing services to the State of Utah. Under this program, all printing orders from state agencies, except the Department of Corrections, are made through State Printing Services. Work is assigned to the appropriate shop (UCI, State Printing, or the private sector) based on work-load, cost and efficiency.

UCI's Sign Shop completed this year with sales approaching $600,000, the highest year in history. This is **Gary Mecham's** last year as sign shop supervisor. He is retiring after 20 years with UCI. UCI's Sign Shop is the only state prison sign shop in the country certified to sell its products to the federal government. Under this special certification, UCI has been placed on the U.S. Forest Service approved vendors list. UCI is currently selling signs to national forests throughout the country.

Inmate Doug Lovell preparimg art work in the UCI Sign Shop

Service Operations Bureau

Significant growth in the UCI Service Operations, also managed by Lynn, was experienced this year.

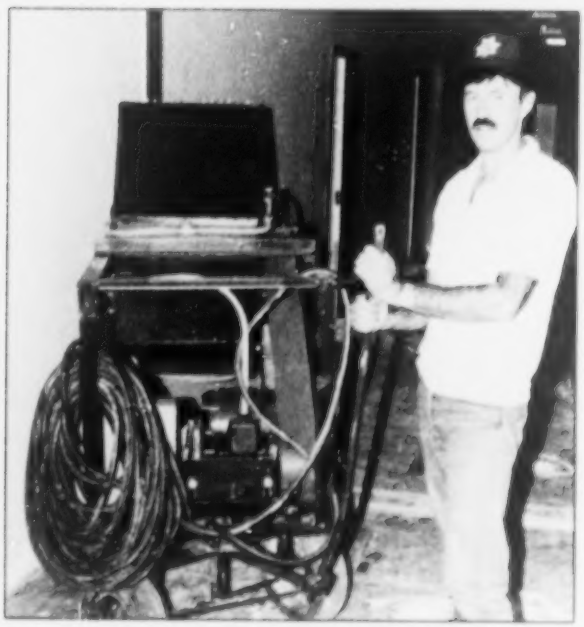
The second Data Center was opened, bringing the total terminals to 56 and inmate employment opportunities close to 100. The second data center is located at the Young Adult Correctional Facility (YACF) and provides work opportunities for both male and female inmates.

The Department of Health remains the largest data entry user of the bureau, realizing approximately **$200,000 in savings annually**. Wildlife Resources is another large customer of UCI's data entry services. Inmates key thousands of hunting, fishing, big game and other licenses. The Bureau expanded its customer base and now includes the Board of Education. This program is gaining state-wide recognition, and gathering great interest from many state administrators who are looking for cost savings programs.

UCI's Micrographics operations provides microfilming and microfiche services to state and local governmental agencies. The micrographics center, like the new data center, utilizes both male and female inmates. Utah's Department of Health recently praised UCI's Data Entry Accuracy. **Over the past year, UCI's error rate was less than 2/10 of 1%.**

Utah Correctional Industries:
Industrial and Service Operations

The Divisions **Asbestos Abatement program** has gained national attention for the unique concept of utilizing inmate labor outside the confines of a secure facility. UCI's asbestos abatement crews recently completed the removal of asbestos from a four story hospital building at the College of Eastern Utah, saving that state institution hundreds of thousands of dollars.



UCI Supervisor Vic Middleton next to the "Asbestos Cruncher", a machineVic built to package and move asbestos safely

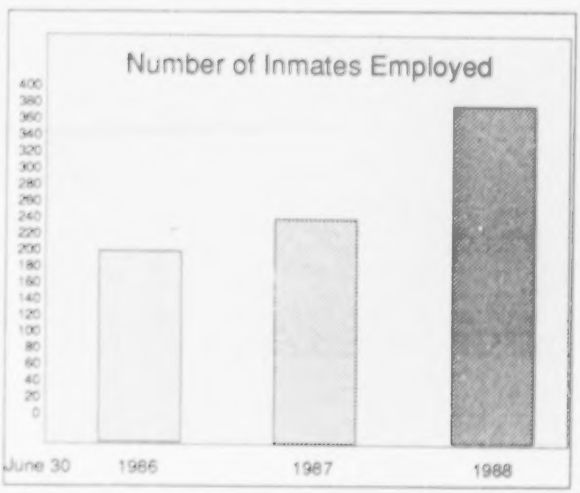
Now that the College of Eastern Utah project has been completed with tremendous success, the asbestos crews are now preparing to remove asbestos from the state office building, located behind the state capitol. The asbestos program is a cooperative effort between the Utah Division of Facilities Construction Management (DFCM) and UCI. Under a joint agreement, DFCM provides equipment, supplies, work plans and environmental testing, while UCI provides inmates and staff supervision in the removal of asbestos from state buildings.

Support Functions

The support section provides the following services primarily for the Bureau of Industrial/Service Operations:

** Marketing;
** Industrial Engineering;
** Quality Control;
** Safety;
** Purchasing; and
** Warehousing management.

The marketing group consists of a staff manager, **Rick Tatham** and 4 inmate telemarketers. Faced witht the possibility of reduced need for license pltes and printing, the marketing grooup emphasized furniture and sign sales. Their efforts resulted in the highest sales year ever in these two areas. Total sales for all of UCI's Industrial Engineer, **Jack Davidson**, performed doubled duty this year. In addition to his regular duties, he provided liaisaon functions between the States Division of Facilities Management (DFMC) and UCI in the asbestos abatement project. The asbestos project and other service operations have grown so much that UCI anticipates adding an additional production manager early next year to manage these operations.



Utah Correctional Industries:
Agriculture

The **Agriculture Bureau,** under the guidance of **Lloyd Revoir** has sustained levels of production that are equal to or exceed the industry average for meat processing, and pork production.

In pork production, farrowing has averaged 9.6 per litter, yielding 942 finished hogs. Meat processing profits have increased over ten percent. With the retirement of **Bill Robinson**, **Winford Pace** has assumed supervision of the Meat Processing Unit. We are looking forward to new vigor in the program.

UCI's Milk Processing has enhanced its ability to meet the needs of the prison and other customers, with the addition of a half-pint milk carton packaging machine. With the increased demand for individual servings, this machine allowed UCI to regain many accounts that had been previously lost to outside suppliers. "Jordan Valley" is our trade name, and fresh, wholesome milk is our product.

UCI's **Aquaculture project** is the first prison enterprise in the United States to use geothermal water to raise tropical fish.

This year has been one of construction, and development of adult breeding pairs, hatchery skills, grow-out techniques, and shipping procedures.

The potential marketability of tropical fish is thrilling. Calls have come to UCI from fish wholesalers all over the United States expressing an interest in obtaining a high quality, disease-free fish.

In cooperation with the Department of Natural Resources, UCI will create a small-mouth bass grow-out facility during the next year. It is intended that these fish will restock Lake Powell. UCI anticipates growing warm water plants as part of the biofiltering system that will remove the impurities from the water. These plants will also be sold for supplemental income.

Marketing of these products, which are traditionally imported from Southeast Asia, will not only increase the revenue flowing into the State, but will also help reduce the US trade deficit.

Supervisor Paul Christiansen training inmate Jim Spain in Angel fish breeding

Utah Correctional Industries:
Financial Section

With the appointment of **Leonard Skinner** as Financial Manager, UCI's Financial Bureau delivered accurate, timely financial reports to Division management, the UCI Advisory Board, the Legislature, and the Governor.

This section performed internal audits within the Division and provids detailed analysis of UCI financial and other data.

The financial statement, reconcilled with the State Department of Finance, demonstrates UCI's profitability for the third year in a row.

DETAILED PROFIT & LOSS STATEMENT
UTAH CORRECTIONAL INDUSTRIES
FINAL REPORT FOR THE YEAR ENDING JUNE 30, 1988

	INDUSTRIAL OPER'S	SERVICE OPER'S	AGRI OPER'S	G & A (OVERHEAD)	TOTAL CORR IND
SALES	2,874,830	1,135,839	1,789,402	0	5,800,071
BEG INV	927,946	1,469	135,522	0	1,064,937
PURCHASES	1,558,607	56,586	1,215,481	0	2,830,674
RETURNS	0	0	0	0	0
FREIGHT	10,264	0	0	0	10,264
TOT AVAIL	2,496,817	58,055	1,351,003	0	3,905,875
END INV	920,637	1,878	146,676	0	1,069,191
COSTS	1,576,180	56,177	1,204,327	0	2,836,684
G. PROFIT	1,298,650	1,079,662	585,075	0	2,963,387
STAFF	194,214	428,512	291,626	621,996	1,536,348
INMATE	276,320	393,235	80,493	23,015	773,063
DEPR	31,733	25,956	17,096	36,397	111,182
OTHER	136,145	102,317	122,027	147,349	507,838
TOT EXP	638,412	950,020	511,242	828,757	2,928,431
CONTRIBUTION TO OVERHEAD	660,238	129,642	73,833	(828,757)	34,956
				NET PROFIT:	34,956

Utah Correctional Industries:
Advisory Board

Robert A. Miller

Chairman

UCI gratefully acknowledges the contribution of its Advisory Board. Created by legislation, the Board:

1. advises enterprises to be conducted;
2. advises policy with respect to the conduct of enterprises;
3. advises prices for products and services;
4. consults with state agencies and local public entities in order to develop new products and services;
5. acts as liaison with private industry, organized labor, the Legislature and the general public;
6 obtains technical assistance for UCI;
7. recommends rules and policies;
8. reviews financial data;
9. assists in inmate placement upon release by coordination with Board of Pardons, Correctional Institutions and Field Operations; and
10. prepares an annual report to the Governor and Legislature.

UCI Board Members

Robert Miller - Chairman
Owner, Lorraine Press
Salt Lake City, Utah

Nick Barber - Member
Asbestos Workers Local
Salt Lake City, Utah

Melvin Brown - Member
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Salt Lake City, Utah

Tom Parker - Member
Attorney
Salt Lake City, Utah

David Steele - Member
State Senator
West Point, Utah

Roy Young - Member
Milford, Utah

Division of Institutional Operations

Division of Institutional Operations

David R. Franchina

Director

In last year's annual report, I indicated that the primary challenge for this Division during the coming year would be the orderly opening and transition to the new facilities then under construction and the transfer of numerous inmates from one housing unit to another. It is a pleasure to report that in December 1987 and January 1988, these moves were accomplished without serious incident and with minimal disruption. Very few hours of inmate employment and industrial operations were lost. Needless to say, staff invested a substantial amount of time in planning these moves, the consequence of which was an extremely uneventful transition.

The challenges for the coming fiscal year will be:

1. Continue to refine the operations and programming of the new facilities, and the old facilities and their redefined role in the system.
2. Continue to develop ways to do more with less. Last year we finished within budget. With an increasing population and increasing operating expenses, and no corresponding increase in budget, this challenge will remain.
3. Plan for the opening of the Gunnison facility in early 1990. As construction continues, numerous tasks remain to be planned, initiated, and completed. Staffing and programming are the two major tasks to be accomplished during the coming year.
4. Continue policy and procedure development. We have successfully completed numerous chapters, but continue to identify additional needs. It is also necessary to update chapters annually or as changes in rules and regulations, statutes, or programming occur.
5. Prepare for special operations during the coming year. During the past year, two relatively unanticipated inmate executions were successfully completed. This Division must maintain its readiness to deal with these and other unanticipated special operations.

During the past year, employees and their operation of the facilities gave many reasons for any administrator to be proud of the staff. Successful escapes from the secure compound were reduced to zero. Individual members and groups were nominated and accepted for numerous special awards in recognition of their outstanding achievements. Logistically, the institution has been able to function with reduced budgets and expanded needs, without major incident. Recognizing the caliber of the staff and the quality of the institutions and new facilities, another successful year is anticipated.

Division of Institutional Operations

Mission Statement

The mission of the Division of Institutional Operations is to provide a continuum of confinement to control committed offenders so that they may function in a manner which will not be harmful to themselves, staff, other offenders, or society.

Organizational Rationale

The Division of Institutional Operations management and administration has been divided into five major components to facilitate the realization of its mission and to effectively manage an organization of this size and complexity. The components include: 1) Administration; 2) North Point; 3) South Point; 4) Enforcement and Investigations; and 5) Support Services.

The division director for Institutional Operations directs inmate management services, such as grievances, classifications and disciplinaries. This organization insulates those providing this service from any vested interest, bias or prejudice, while enabling the division director to closely monitor these vital inmate services.

The North Point facilities, with a housing capacity of approximately 1200 inmates, share not only a geographical proximity, but have facilities suitable for managing levels III, IV and V inmates. A heavy orientation for community involvement and participation exists for those eligible for limited community-oriented activities.

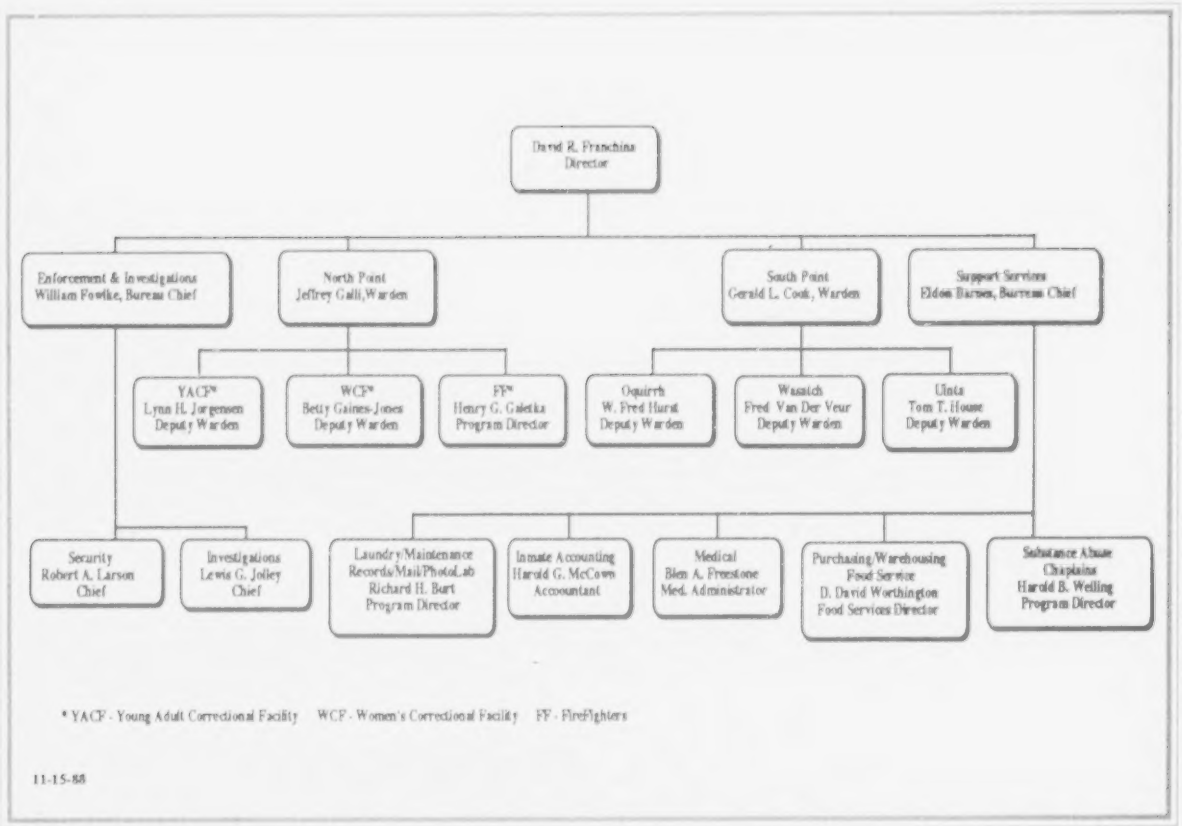
The South Point facilities, again share geographical proximity, and house level I and II inmates (those most difficult to manage), though some provisions include managing levels III, IV and V. Most level IV and V inmates living in the South Point facilities generally do not meet the age restrictions imposed by the North Point facilities.

The Enforcement and Investigations Bureau, created as an independent bureau to provide services to Administration, the North and South Point facilities and Support Services, provides perimeter security functions as well as a variety of specialized law enforcement related services such as, inmate transportation, investigations, and special operations.

Support Services provides inmates and logistical support services needed by each of the components of the division, in a manner that eliminates duplication, and unnecessary administrative expenses. This bureau provides services, such as purchasing, warehousing, food services, medical services, inmate accounting, religious services, and substance abuse programs.

Division of Institutional Operations

Division of Institutional Operations



Division of Institutional Operations:
Administration

Inmate Classification Review Officer

The Inmate Classification Review Officer (CRO) has the responsibility for the classification of all inmates under the jurisdiction of the Division of Institutional Operations.

The system of classification, previously a function of the unit management team and executive review, proved to be a fair and equitable system since it holds the inmate accountable for h/her past and present behavior.

Since the classification system took effect March 16, 1987, **1,007 initial assessments, 3,991 reassessments, and 504 challenges were completed**. The CRO has the responsibility of auditing 10 percent of these functions, as well as tracking the Temporary Restriction Orders to prevent any misuse of the system.

The Classification Task Force is currently validating the system using a computerized record system and is reviewing information on this system monthly.

Institutional Processes Coordinator

The Institutional Processes Coordinator, accountable to the Institutional Operations Director, manages the institution's inmate grievances on the formal level. This administrator acts as a coordinator between the Audit Bureau and the Institution, and coordinates for the contract attorneys.

During the last fiscal year, there were 783 inmate grievances handled at the formal level, of which 215 were appealed to a higher level. **Of the 215 grievances appealed, only 17 were overturned**. In addition, 330 grievances were denied, 269 were taken note of, 114 were granted, and 53 were resolved.

Although Level I and II inmates comprise less than 25 percent of the population, they generate over 50 percent of the grievances filed at the institution. Inmates most often filed grievances for reasons of policy and procedure, property, and staff/inmate relations.

Division of Institutional Operations:
Administration

Inmate Disciplinary Hearing Officer

The Inmate Disciplinary Hearing Officer conducts due process hearings for all inmates charged with major disciplinary infractions to determine the innocence or guilt of the inmate and to administer an appropriate sanction.

During the 1988 fiscal year, the Disciplinary Hearing Officer conducted some 4,000 hearings, of which **approximately 90 percent were found guilty**. The remaining 10 percent were found not guilty, dismissed, or reduced to a minor level.

During this same time, some 250 disciplinary decisions were appealed to the Administrative Law Judge with **less than two percent of the decisions being overturned**. The disciplinary hearing process accounts for approximately 60 hours of staff time weekly.

Constituent Services Specialist

This position reports to the Director of Institutional Operations and conducts background investigations on all job applicants to insure the hiring of the most qualified individuals. Some 350 background investigations were completed last year, each one taking approximately five to eight hours to complete. During this same time, this individual served papers on inmates at the rate of one per day, as the institution's process service officer.

Management Process Coordinator

The Management Process Coordinator, reporting to the Institution's Director through the Institutional Processes Coordinator, conducts classification audits and disciplinary hearings throughout the institution. Due to the increasing workload associated with the disciplinary, classification, and grievance processes, this position was created during the 1988 fiscal year to insure maximum efficiency in this area.

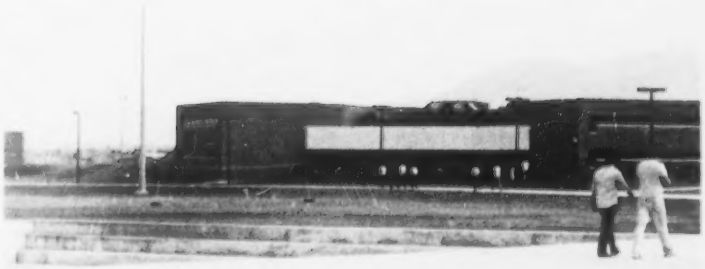
Division of Institutional Operations:
North Point - Young Adult Correctional Facility

The **Young Adult Correctional Facility** (YACF), with the capacity to house 572 inmates, houses inmates who have classification levels III, IV, and V who meet one of the following criteria:

** under the age of 30;
** over the age of 50;
** employed in the asbestos abatement program; or
** a 90-day diagnostic client.

The philosophy of the facility provides inmates with a variety of programs allowing them to make personal changes necessary to avoid re-offending, while incarcerated in a secure and humane environment.

Additional fencing has been installed to increase the security of the facility and to provide better control of the off-limit areas. Surveillance cameras have also been added to provide additional security in areas that need extra supervision.



Young Adult Correctional Facility

Administrators of the Young Adult Correctional Facility encourage inmates to participate in a variety of programs which emphasize education, public service, treatment, and employment.

Educational programs include Special Education, Adult Basic Education, High School, and Vocational Training which includes building trades, college classes, and community educational classes.

In addition, a variety of treatment programs offered at the facility include: individual and group counseling, sex offender counseling, substance abuse treatment, self-image counseling, and parent effectiveness training.

Inmates continue to be active in public service activities, such as entertainment programs for the Jordan Care Center, a Public Awareness Program, the Red Cross, Sub for Santa, the March of Dimes, and the Special Olympics.

Additionally, Utah Correctional Industries implemented two work projects which have added 60 inmate jobs. These projects remove asbestos from state buildings and provide data entry services to state agencies.

YACF Inmates participate in college course through Utah State University, via closed circuit television

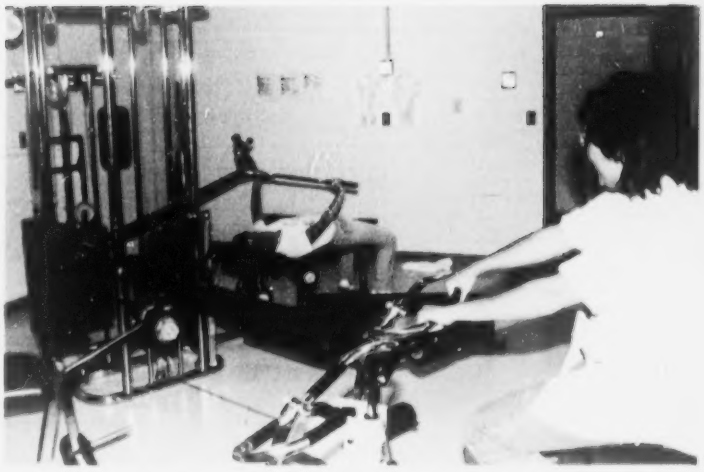
Division of Institutional Operations:
North Point - Women's Correctional Facility

The **Women's Correctional Facility (WCF)** experienced a banner year during fiscal year '88. A major accomplishment, included the move of women offenders to the new Women's Correctional Facility on May 16, 1988. The move took place with minimal disruption to the lives of the inmates, as documented by the low number of grievances generated as a result of the move.

The new facility has 72 cells (12 maximum security and 60 medium security cells), a housing capacity of 132 inmates, which currently houses over 100 women offenders. The new facility contains 33,400 square feet and was constructed at a cost of $4.3 million.

Immediately after the move, landscaping efforts adjacent to the facility began. Landscaping of the entrance to the building and the lawn inside the compound has been completed, while other projects continue.

Inmates utilizing library



Women inmates taking advantage of recreational facilities

With the move to the new facility, work programs expanded to provide additional opportunities to female offenders. An all-female road crew now exists. Also, the Utah Correctional Industries program now employs more female offenders in its micrographics, data entry, and mail preparation programs. Work assignments inside the facility have also expanded and include a midnight culinary crew at the YACF. Unfortunately, the current year marked the end of the American Fork Training School Project.

Treatment programs have been expanded to meet a variety of treatment needs, including substance abuse, criminal personality therapy groups, family therapy groups, and sex offender counseling. Programs for mentally ill and mentally retarded offenders and other specifically identified populations are being created.

A wide variety of physical fitness programs, such as the 100-mile-walk program and the weight lifting program have been initiated. Educational programming continues to offer adult basic education, high school, and college courses. A WCF inmate was the Valedictorian for South Park Academy graduation this past year.

Division of Institutional Operations:
North Point - Women's Correctional Facility

Women's Correctional Facility

The volunteer program continues to remain an integral part of programming at the Womens Correctional Facility. Inmates participate in Bible study groups, LDS Relief Society, Catholic activities, Alcoholics Anonymous, Forthright Foundation activities, as well as in other religious services. A volunteer teaches piano lessons to the inmates, while other volunteers provide a variety of volunteer services.

Women inmates continue to provide volunteer services to outside groups. The annual March of Dimes Walk-a-Thon (known as "Walk-a-Con" at the Womens Correctional Facility) **generated over $1,200 for the charity.** Inmates also participated in the Special Olympics program, conducted speaking engagements and tours of the WCF, and participated in other community services programs.

The Womens Correctional Facility continues to maintain a high standard of security and control. There were **NO** escapes during the past year, with a minimal number of physical assaults and no serious assaults. In addition, the process of developing comprehensive procedures for the WCF operation continues.

The success of the Womens Correctional Facility, its programming and the overall security of the facility exists because of the dedication, work and commitment of its staff.

Officer's view of the housing units from master control

Division of Institutional Operations:
North Point - Conservation Camp - Firefighters

In 1978, the Utah State Prison, in cooperation with the Division of State Lands and Forestry, signed a cooperative agreement forming the state's first inmate, wildland firehand crew. The inmate crew chose to call themselves the **"Flame-N-Go's,"** which is now a recognized logo. Initially, the crew responded to fires only when requested. After a fire project, they returned to the prison until the next call. This continued until 1983 when the crew increased to thirty men and their responsibilities increased to include natural resource work projects in between fire calls. This put more men to work, increased their wages, and provided a revenue-generating capability to **pay for the entire cost of the program**. Agreements with federal, state, and local governments ensured a marketable program and kept crews busy nine months out of the year. The Conservation Camp's capacity provides for 40 men. Administration plans to expand the program population so that natural resource work projects can continue during the fire season.

In addition to a schedule that includes fighting approximately **fifteen fires per year in Utah and surrounding states**, the Firefighters donated a considerable amount of time to community service projects. This type of involvement resulted in local and national recognition for the program and individual members.

The Flame-N-Go's are a specially selected group of inmates who in addition to receiving training and certification as firefighters receive valuable skills and self-confidence necessary to succeed in life. This labor intensive program promotes a feeling of accomplishment and self-worth through project completion and fire suppression activities.

Division of Institutional Operations:
South Point

Because of the substantial amount of new construction completed in 1988, the largest series of moves ever initiated at the prison took place in January. Administration emptied A-Block, vacated the dormitories at "the farm" and the maximum security unit. In all, **nearly 2000 inmate moves were conducted without a single negative incident**.

After occupying the new buildings, the names of the management units changed to eliminate some non-functional labels. For example, the prison no longer had minimum security housing at the Draper Site. Consequently, the facilities were renamed. Administration made a differentiation between facilities supervised by different wardens. "North Point" includes the Young Adult Correctional Facility, the Firefighters' - Asbestos Abatement Facility, and the Women's Facility, while the "South Point" now includes three facilities: "Oquirrh," "Wasatch," and "Uinta."

Oquirrh Facility

The four new buildings constructed in the old minimum security area make up the Oquirrh facilities where **level II and III inmates occupy 308 cells which are double-bunked**. The modular construction allows for increased surveillance and the ability to monitor inmates more closely.

Wasatch Facility

This facility includes the "main compound" and the Special Services Dormitory (SSD). It houses level III, IV, and V inmates instead of the traditional "medium" security inmate. The work crews, previously housed at the "farm" now reside in Wasatch, while displaced inmates temporarily live in A-Block. Efforts continue on remodeling D-Block.

Uinta Facility

Administration closed the old maximum security building and A-Block during the first quarter of 1988 . Uinta II now houses maximum security or level I inmates, while Uinta III houses level II inmates. The Reception and Orientation Unit (R&O) will move from B-Block in Wasatch into the "old max" following some renovation in the fall of 1988.

Division of Institutional Operations:
South Point

Reception &Orientation

The Reception and Orientation Program receives all new inmates and parole violators, except female offenders who go directly to the Women's Correctional Facility. R&O staff test and evaluate each inmate to determine social, emotional, educational, physical, and employment needs before they are classified and sent to the appropriate facility. The staff orient the new offender to the policies, procedures, and behavioral standards of the Institution.

Internal Security

A captain, who reports directly to the Warden, controls and monitors the internal movement within all the areas of the South Point facilities. This officer provides duty officer coverage 24 hours each day, as well as supervises visiting and inmate property.

Clinical / Clerical

Administration organized the social work, recreation, Ethnic Minority Resource Specialist, and clerical services as a separate unit in an effort to maximize the potential for service delivery.

Special Services Dormitory

The Special Services Dormitory (SSD) houses several programs designed for "special-needs" inmates. The populations targeted for the SSD include, the socially inadequate, the mentally ill, and sex offenders.

SSD programming enables the offender to change patterns of behavior which have resulted in incarceration, and helps minimize the uneccessary negative effects of incarceration. Within security parameters, inmates experience emotional and environmental stressors similar to those encountered in the community, while developing emotional and social coping skills and support systems. SSD staff work to enhance individual self-image and develop the value of identifying and confronting self-defeating behaviors.

Division of Institutional Operations:
South Point - Special Programs

Special programs have been developed and made available to selected inmates in all of the South Point facilities. Because these programs are voluntary, inmates determine the level of participation. Some programs allow the inmate to participate during "off hours" through selected reading or by listening to selected audio tapes, while other programs require a degree of social or group activity, requiring scheduling and participation in small groups.

The Insight Program — This program enhances social and interpersonal coping skills.

Work Ethic Program — This program focuses on teaching marketable skills and developing a strong work ethic.

Biblio Therapies — This program is designed to provide programming options for level I and II inmates. A strong effort is being made to offer programs that can be completed in an inmate's cell through the use of books and other prepared lesson materials.

Subliminal Therapies — Subliminal tapes, used extensively by level I and II inmates, cover a wide range of topics such as "stress reduction" and "relaxation."

Community Education — Community Education Programs, using a vast network of community volunteers, provide instructional and self help materials to some 200 inmates. Administration plans to expand this program for level I and II inmates by using video presentations.

The operational capabilities for managing inmates have greatly increased. The institution classifies inmates by an objective level system and segregates them by personality designation, enabling the institution to safely manage the close custody inmates as well as provide all the minimum security programs previously offered. As a result, **the general environment is much safer and more manageable.**

Division of Institutional Operations:
Enforcement and Investigation Bureau

The mission of the **Enforcement and Investigation Bureau** is to provide security for the Draper site, to prevent escapes, to prevent contraband from being brought onto prison property, to investigate and prosecute criminal activity perpetrated by inmates, civilians, and department personnel, and to provide for secure transportation of inmates. The Bureau is also responsible for quelling inmate disturbances and for resolving other crisis situations.

To accomplish its mission, this bureau depends heavily on its resources, including staff and the training they receive, and in addition mobile patrols, surveillance from tower locations, security check points, specialized canine crews, criminal investigators, electronic security, construction security, transportation units, and special operations units. During the last fiscal year, the Bureau made a concerted effort to certify every Enforcement Officer as a Peace Officer through P.O.S.T., and the Corrections Add-On Academy. To date, approximately **40 conversion officers have been certified**.

The Enforcement and Investigation Bureau increased its role in preventing smuggling of drugs and contraband into the prison by developing a comprehensive policy to guide the search of persons and vehicles entering and exiting the Draper site. In addition, there has been extensive screening for outstanding warrants on individuals attempting to visit the Draper site. Intelligence information has also been developed on drug and contraband smuggling resulting in numerous arrests. During FY '88, bureau staff arrested **80 individuals for possession of drugs, outstanding criminal warrants, and other criminal violations.**

During FY '88, the bureau and facility staff contributed to stopping all escape attempts from the South Point facility. At the North Point facility, one escape attempt incident occurred in which two inmates were temporarily out of custody. This remarkable record exists because of improved officer alertness, training, a new classification system, and stronger internal security. As a result, the Bureau has fulfilled its primary mission of public protection.

New construction at the Draper site increased the demand for additional security measures needed to facilitate access through the secure perimeter by construction workers, delivery vehicles, and other construction-related traffic. To efficiently deal with this added responsibility, administration created the Construction Security Unit to provide added security at the North and West Gates, at all construction sites, as well as for construction vehicles and personnel. **The unit processes approximately 350 vehicles and 450 people per day through the perimeter, with no escapes.**

In addition to regular enforcement and investigative duties, several special assignments have been made to enhance the bureau's effectiveness. These assignments include the areas of training corrdination, policy and procedure writing, evidence collection, and criminal case screening.

As the inmate populations increase and become more violent, the need for tighter security and better investigative services becomes greater, espcially in the areas of investigations, preventing escapes, stopping contraband introduction, preventing disorder, and for the protection of the public, staff and inmates.

Officer checking vehicle/individual entering the prison for alcohol, firearms and contraband

Division of Institutional Operations:
Enforcement and Investigation Bureau

Sgt. Kelly Strong with "Sarge"

Canine Unit

As an integral part of the Bureau, the officers and dogs of the Canine Unit have been trained to perform in the community as well as in institutional settings. This training includes tracking, crowd control, evidence search, searching for drugs, explosives, and other contraband.

The Canine Unit continues to set standards of excellence within the State of Utah. Canine officers assist many local, state, and federal law enforcement agencies in drug and bomb detection work. Recently Sgt. **Kelly Strong** completed an extensive three-month canine supervisor training academy in Alabama.

Investigation Unit

The Investigation Unit continues to provide services to the Department and assists other local, state, and federal law enforcement agencies. **The Investigation Unit made approximately 50 felony arrests during FY '88.**

During the past year, the Investigation Unit assumed the management of the statewide sex offender registration program. Allied law enforcement agencies within the State have been trained in proper reporting procedures for this program.

A federal grant for the startup of the criminal intelligence program has begun with the acquisition of computers and software for the program. A new criminal analyst, hired to handle the coordination of intelligence information gathered within the institutions as well as information from inmates in the community, has been a valuable addition to the unit. The unit distributes a state-wide intelligence bulletin to all law enforcement agencies to coordinate information on related high-risk offenders, sex offenders, and fugitives.

Investigators staffing a case

Division of Institutional Operations:
Enforcement and Investigation Bureau

Special Operations Unit

The Special Operations Unit, an integral part of the Bureau of Enforcement & Investigations, provides specialized technical services to the department, such as high profile inmate moves, cell shakedowns and in the apprehension of escapees.

During the past year the unit provided special services to the FBI in their V.I.P. protection program, assisted the Duchesne County Sheriff maintain order at the biker bash concert and aided in training of the newly formulated Public Safety S.W.A.T. team. The Special Operations Unit and Canine Unit officers also participated in the security of a high profile inmate court appearance in conjunction with the Federal marshals office. The unit aids in pre-service and in-service training at the Correction Academy and some members participated in specialized S.W.A.T. training in San Louis Obispo, California.

As the inmate population grows, the Special Operations Unit along with its Canine Unit, continually update tactical plans and defense manuals for the resolution of hostage situations, riots, inmate disturbances and critical incidents. They also write technical manuals to aid during new team members orientation and training.

The Canine officers provide security to deter contraband being brought into the prison and provide specialized routine yard searches. They also provide mutual aid to other law enforcement agencies who request a search for suspected bomb/explosives and drugs in high risk environments.

Special Operations Unit during briefing

Transportation Unit

The transportation Unit transports inmates to and from court and other community locations. Supervised by one lieutenant, this unit recently expanded to 10 officers. **The unit averages over 300 trips per month,** including trips to court, medical facilities, community corrections centers, county jails, and out-of-state extraditions. During FY '88, **no serious incidents occurred during the transportation of approximately 3,600 inmates.**

Division of Institutional Operations:
Support Services Bureau

Substance Abuse Treatment

A staff of professional therapists conduct the Substance Abuse Treatment Program for Institutional Operations. This program, regarded as one of the finest clinical treatment intervention programs in the nation, **boasts one of the highest success rates (in excess of 80 percent) from inmates who successfully complete treatment.**

The program currently provides a basic 15-20 hour alcohol and drug education course for all inmates coming into the prison. Regardless of housing location, each inmate has the opportunity to apply for treatment. This is provided through group counseling as well as a newly developed program of independent study. Inmates in restricted housing units have the opportunity to obtain in-depth substance abuse treatment in a self-paced personalized program. This new program offers self-help in substance abuse, anger and violence management, changing criminal thinking and behavior, as well as many other skill building areas.

Therapeutic Counseling

Therapeutic counseling, provided by skilled psychotherapists, represents various disciplines including Social Work, Psychology, and other behavioral sciences. Although the prime objective is to treat substance abuse problems, the program provides crisis intervention and assistance with other areas such as sexual deviancy, violence, and depression.

Each therapist conducts a comprehensive evaluation of each offender which leads to the formulation of a treatment plan. Much of the program focuses on the offender's re-entry into the community. At the time of parole, the offender continues therapy through referral agencies.

The Prison has several active 12-STEP Addiction Anonymous groups that meet in weekly sessions. They are conducted by volunteers, and open to all inmates who have housing situations that allow them to attend.

Religious/ Volunteers

Over 300 volunteers serve the Division of Institutional Operations. They devote numerous hours assisting staff in a variety of programs including classes for inmates in self-improvement, creative writing, reading, nursery and landscape, money management, public speaking, alcohol and substance abuse, insurance, and taxes.

Numerous community groups, schools, and church agencies sponsor individuals who serve as volunteers at the prison.

Volunteers from various denominations assist in meeting religious needs of inmates by conducting worship services, Bible studies, theological counseling, and Family Home Evening.

Division of Institutional Operations:
Support Services Bureau

Library Program

The library acquired approximately **6,000 paperback books**, which represents reading material for the controlled movement facilities. Distribution remains a problem since one librarian must operate seven separate libraries. The additional burden of an inmate population which cannot visit a library adds to the demands upon library staff.

Commissary Services

Commissary Services allow the inmates to purchase their own personal hygiene aids, letter writing materials, and snack foods. These sales cover non-personal-services operating expenses, and subsidize the divisions recreation program.

During FY '88, the commissary converted from a store operation, with inmates coming to a window and personally placing their order, to a sack-order system with the inmates placing their orders through block officers.

During this fiscal year, pursuant to the order of the State Tax Commission, the **commissary began collecting sales tax on items sold by the commissary**. This accounting change brought about a one time collection of $1.1 million with the potential of several thousand dollars annually.

Following requests by custody staff, the commissary staff went to great lengths to find containers, such as the plastic now used, to assure products sold were not packaged in glass containers and other dangerous materials. In addition, vending machine procedures were revised and floor mountings installed to secure the vending machines.

Purchasing/ Warehousing

Since the prison is a self-contained community, it has a full-time warehousing operation and purchasing agents responsible for keeping the warehouse stocked with needed supplies. The purchasing agents are also responsible for purchasing items needed by each area. As the new facilities have been added, both the purchasing agents and warehouse staff have been inundated with orders and supplies.

In the past, they were two separate warehouses. However, during the past year, under the leadership of **Dave Worthington** these two warehouses were combined. Warehouse staff are now attempting to learn each other's responsibilities, and operate as one unit rather than two.

Division of Institutional Operations:

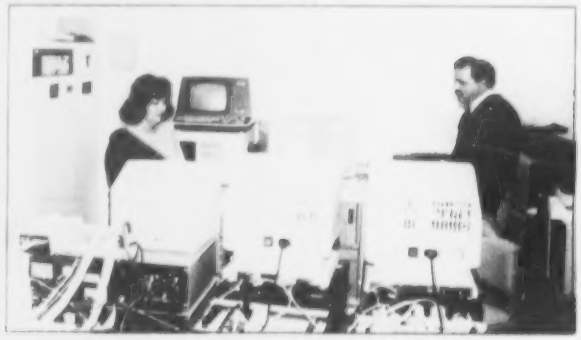
Support Services Bureau

Management Information Systems (MIS)

The Management Information Systems section provides the computer support for the Division of Institutional Operations. This support includes arranging for maintenance of the hardware and software, printing and distributing timely MIS reports, interfacing with the Department of Corrections OBSCIS system and planning for future computer needs.

During FY '88, the MIS section encountered tremendous growth. During August of 1987, the WANG VS85 computer replaced the WANG VS45. This replacement required the MIS section to place fiberoptic clusters in the Wasatch, Uinta, and Enforcement buildings. A cluster switch will be placed in the Oquirrh facility after remodeling efforts conclude. These switches provide for 16 devices to be attached to the mainframe at each site. In addition, the MIS section implemented the move of the WANG VS85 and the WANG 2200 MVPC from the computer room in Wasatch to the new computer room in the Central Administration Building.

During this time, the MIS staff grew from one supervisor and a Data Processing Services Technician II to one supervisor, one Data Processing Services Technician IV, one Data Processing Services Technician III and two Data Processing Services Technician II's. This organization will now provide computer support to the Draper site facilities, 24 hours a day, five days a week. This new section has also worked diligently with Institutional Operations staff and with Department MIS staff to plan for the implementation of Inmate Visiting and Inmate Property databases.



MIS Supervisor Margie Hargett and Dave Worthington inspecting computer equipment

Medical Unit

The Medical Department has greatly expanded its in-house services during the past year. Three clinics have been opened for forty hours a week at the YACF, Uinta, and Oquirrh facilities. This increased inmate access to medical care has lessened the burden on custody staff to transport inmates to the main infirmary. Diagnostic equipment which has been added include a reflatron chemistry machine to do blood chemistries, a Coulter CBC 4 for doing blood-cell counts, and three portable x-ray units placed at the outlying clinics.

The department developed a certified emergency medical training (EMT) course to be taught at the training center. A training coordinator has been selected and is in the process of obtaining the credentials to certify the program. In addition, the Department affiliated itself with the University of Utah Physician Assistant Program, and placed three of their students in a preceptorship at the Draper-site facility.

Inmate receiving medical care

Division of Institutional Operations:

Support Services Bureau

The Food Service operation prepares all meals which meet national nutritional standards. **Approximately 2,045,396 meals were served last year, at an average cost of 91 cents per meal.**

At the beginning of Fiscal Year '88, Institutional Operations had the Wasatch Culinary remodeled to create a central food production area for the South Point Complex. With the completion of this new facility, a thermalized tray system was implemented to facilitate a dramatic change in the delivery of inmate meals.

With the remodeling planned, decisions about how to feed inmates housed in the Wasatch facility had to be made. Ultimately, the Young Adult Correctional Facility prepared food for the Wasatch, Uinta, and SSD facilities during the graveyard shift, in facilities designed to cook approximately 900 meals per day. Under these unfortunate circumstances they were still able to prepare some **4,000 meals per day**. During this period, the staff of the Food Service Unit proved extremely helpful and cooperative as schedules and menus changed, and equipment failed.

In May 1988, the new Women's Correctional Facility opened with a meal Preparation process based on a theory called "Code-Chill," which had not previously been tested. Meals for the new Women's Correctional Facility are prepared on the graveyard shift at the Young Adult Correctional Facility by female inmates and transported to the womens facility each morning. This unit now prepares seven days of food production during a five-day work week. Thus, **food costs have been cut by reducing the number of food service workers needed for this operation.**

Food Services

Inmates preparing food trays for the Institution

The need to provide meals utilizing the new serving system grew with each new housing unit coming on line. This system now includes the Oquirrh, Uinta, and Special Services Dormitory units, as well as Reception and Orientation in the Wasatch complex, and inmates placed on cell restriction. Benefits derived from the thermalized tray system include: consistent portion size on each inmate's tray; more accurate management of medical diets; less movement of inmates housed outside of the Wasatch complex; fewer inmates coming together in one area; better control of waste and labor; quicker assembly of trays; the timely shipping of trays to the housing units; and less equipment to maintain. Prior to this new system, twice as many staff in various kitchens had to go through the same process to obtain the same result.

In an effort to insure that the thermalized tray system succeed, administrators wrote policy and procedures to formalize the program. The remainder of the Food Service unit continued to excel in their respective areas of expertise. Throughout the past fiscal year, **this unit has continued to maintain high scores on inspections conducted by the Salt Lake City/County Board of Health.**

Division of Institutional Operations:
Support Services Bureau

Psychological Services

Institutional Operations offers a variety of psychological services to its inmates. These services, conducted by professionals, include such interventions as individual and group therapy, crisis management, sex offender therapy, and stress management.

A great deal of effort focuses on psychological assessment of inmates. The Board of Pardons requests assessments to assist them in making release decisions, while social workers or other institutional staff seek information about difficult cases. Psychology staff also assist with classification decisions.

Psychologists often consult with management on various issues, conduct special projects, or serve on task forces designed to solve institutional problems. For example, the psychology staff have worked with a State Hospital task force to design better services for mentally ill inmates. Staff occassionally meet with institutional personnel on a confidential basis to help solve interpersonal problems or to make referrals to private therapists.

Mailroom

With an ever-expanding prison population, **the mailroom currently processes over 2,000 pieces of mail daily for inmates and staff**. The unit's top priorities are the protection of the inmate's civil rights, institutional security and timely delivery of the mail.

Jeanine Erickson preparing inmate mail for distribution

Division of Institutional Operations:
Support Services Bureau

Community teacher participates in inmate education

Education

The Utah State Prison offers accredited education programs through Jordan School District, in cooperation with the Utah State Office of Education. Special education, english as a second language, adult basic education, and high school education are provided.

Level I and II inmates from the Uinta Facility, who cannot attend classes, participate in cell-study programs.

A limited number of inmates at the Young Adult Correctional Facility participate in a vocational training program. Post-secondary education programs are also available, and range from on-site classes to correspondence studies.

A program coordinator now develops record retention schedules for all documents throughout the Draper site.

Inmate Accounting

This operation provides accounting for the inmate's personal monetary transactions. This year marked a significant increase in the inmate population, which the Inmate Accounting unit absorbed without requiring additional clerical help.

Accounting clerk Winna Downs prepares to assist inmates with their accounts

The Division of Administrative Services

Division of Administrative Services

Kenneth V. Shulsen

Director

This has been a highly successful year for the Division of Administrative Services as one can tell from the following examples of achievements:

* The Personnel Section received and processed a total of 7,000 applications, while the Training Section held 7 Pre-Service Academies, increased the length of the program from 9 to 14 weeks, and graduated 250 employees from the program.
* The Management Information System Section, responsible for the management, support, evaluation, and daily operation of the Department's computer hardware and software systems, developed a budget preparation system which enabled the Department to be the first large State organization to submit its budget request to the Office of Budget and Planning, in a timely and well-planned manner.
* As the Department has grown, with the addition of new facilities and the widespread effect of the Fair Labor Standards Act, the Bureau of Financial Services processed more than 104,000 documents, including warrant requests, interdepartmental transfers, travel reimbursements, payroll checks, time sheets and leave forms.
* The Planning and Research section improved the process for projecting inmate populations; additionally, this Bureau developed an extensive report for the Corrections Task Force, established by the Commission on Criminal and Juvenile Justice, which forms the background for recommendations made by the Task Force on the future of Corrections in Utah.
* The Facilities and Construction Bureau completed the Women's Secure Facility which provides 132 beds, 12 maximum security and 120 medium security beds; additionally, construction began on the Regional Corrections Facility in Gunnison. The first phase provides 633 beds (327 cells, two four-bed medical wards). Construction continues at the Draper site, building a visiting center in the Oquirrh facility and renovating "D" Block. Extensive site improvements have been made at the Fred F. House Training Academy including the upgrading of the outdoor firing range and creating an outdoor running track.

The hallmark of the Division continues to be professionalism, dedication and the production of a quality work product. These achievements are made possible by staff members who are prepared to meet the increasing demands and challenges in a professional and dedicated manner.

The future goals of the Administrative Services Division include:

1. completion of phase I, Gunnison Facility;
2. completion of the visiting area in Oquirrh Facility;
3. completion of the "D" Block renovation at the Draper site;
4. improving and expanding the Department's Wang computer network, and providing the related training;
5. developing a new software system that will support staff functions at the Prison , Field Operations, Administration, and the Board of Pardons;
6. preparation and implementation of a comprehensive job audit program over a two-year period, by the Personnel section;
7. staff member test development and administration for all areas of the Human Resource Management Bureau which will be centralized at the Training Academy;
8. completion of a networking system for the new purchase order system by the Finance Bureau, which will eliminate duplicate work and allow satellite areas direct access to necessary budget information;
9. conducting 7 Pre-Service Academies to meet the minimum 40-hour mandatory training requirement for all staff who exercise correctional and peace officer authority; and
10. creating a curriculum of special Training courses, including three instructor development courses, one basic supervisory course, four clerical courses, an advanced criminal investigation course, and an advanced instructor development course.

Division of Administrative Services

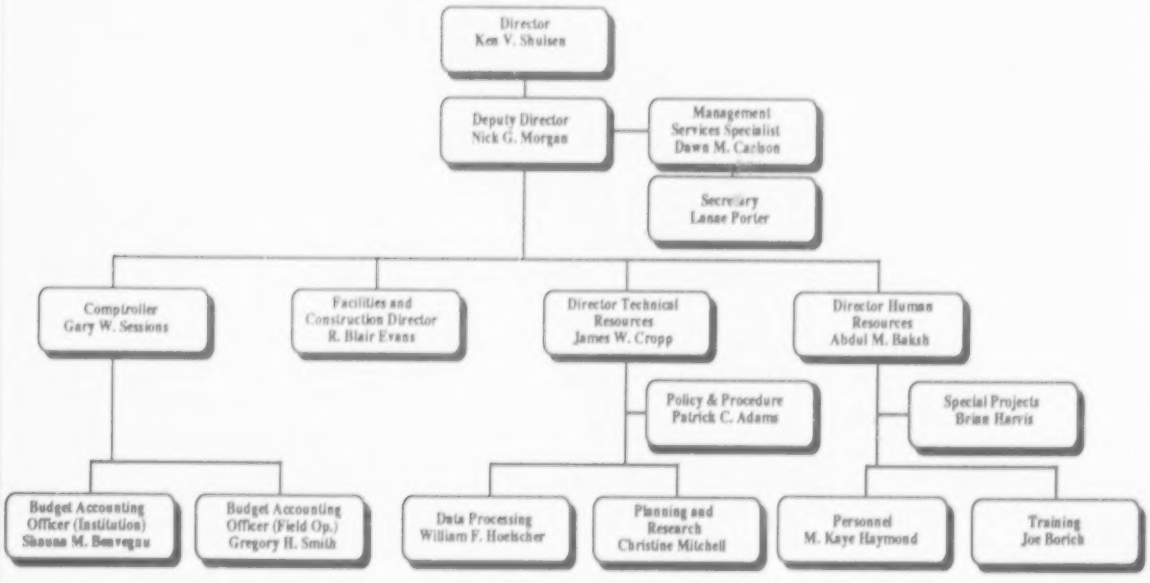
Mission Statement

The mission of the Division of Administrative Services is to provide support services to the other components of the Department of Corrections. These support services include personnel management, finance, training and staff development, planning, publications, research, policy and procedure development and distribution, records and information management, facilities planning, design, and construction, and various technical services such as data/word processing systems.

Organizational Rationale

The Department continues to experience substantial growth, resulting in an increased demand for services provided by the Division of Administrative Services. This increased workload necessitated the reorganization of the Division to achieve greater effectiveness and efficiency in the utilization of limited resources. The reorganization involved the development of the position of Deputy Director of Administrative Services and four functional Bureaus within the Division. The Bureau of Finance provides fiscal and budgetary services for all components of the Department, while the Bureau of Human Resource Management provides for personnel management and training of staff members. The Bureau of Technical Services provides various technical assistance Department-wide which includes policy and procedures development, information management, planning, publications, and research. The Bureau of Facilities and Construction Management, responsible for the planning, programming, design, and construction of new facilities for the Department, assists in the areas of detention, equipment, security electronics, leases, and the development of fire and life safety codes.

Division of Administrative Services



Division of Administrative Services:
Financial Services Bureau

With the continual growth of the Department, the addition of new facilities and the wide-spread effect of the Fair Labor Standards Act, the Bureau of Financial Services processed more than **104,000 documents,** including warrant requests, interdepartmental transfers, travel reimbursements, payroll checks, time sheets and leave forms.

The Bureau ensures fiscal integrity through the development and application of policies and procedures in response to applicable state and federal laws, rules, and regulations and appropriate accounting principles. As a component of the Department of Corrections, the Bureau:

1) develops the annual appropriation request and represents the Department through the appropriation process;
2) processes the Department's payroll and leave accounting;
3) processes the Department's expenditure and revenue transactions;
4) acts as the nucleus for financial planning, projecting, and decision-making to provide management with the financial tools necessary for sound decisions;
5) coordinates the purchasing function of the Department through the establishment of fiscal controls and reviews all transactions to ensure compliance with established policies and procedures; and
6) serves the Department and its employees through the payroll and payment functions by providing accurate and reliable financial records.

Accounting Technicians Myra Bassett and Alex Nordquist examining warrant requests

Division of Administrative Services:
Human Resource Management Bureau

Training Unit

Training Director Joe Borich conducting training course

The Training section develops, delivers and evaluates staff training programs throughout the Department of Corrections and provides four major training programs, including:

1. **Compliance Training** -- mandated by law and consisting of three separate programs.
2. **The Pre-service Academy** -- a 450-hour program which provides basic training to all new employees required to function as correctional officers.
3. **The Conversion Academy** -- geared to provide correctional officers with requisite skills and knowledge to function as police officers with full powers within the Department of Corrections.
4. **The In- service Academy** -- provides employees with a minimum of 40 hours of job-related training per year. Apart from its developmental value, this program helps employees maintain their POST certification.

In addition to the four core programs, the following three programs exist:

1. **Management and Supervisory Development Program** -- a program consisting of a series of job-related courses and seminars designed to help managerial employees develop their managerial skills. Course topics covered by this program include: Legal Aspects of Personnel Management, Managing Employee Discipline, Performance Appraisal, Legal Issues for Corrections Managers, Interpersonal Communications, Time Management, Effective Delegation, Employee Motivation, and Effective Communications.

2. **Performance Improvement Training** -- consists of a number of special courses designed to meet specific problems, individual needs, and organizational issues. Courses in this program include: Classification, Secretarial Training, Advanced Investigator School, Instructor Development, Probation and Parole Law, and Report Writing.

3. **Employee Educational Assistance Program** -- created to help employees improve their educational standing. As an effective employee development strategy, the program prepares employees for advancement in the organization. Some seventy employees participated in this program last year.

Division of Administrative Services:

Human Resource Management Bureau

Personnel Section

The Personnel section focuses on developing and implementaing policies, practices and procedures whcich deal with all phases of human resource administration. In addition to recruitment, the section deals with the selection of applicants, processing and maintaining personnel actions, and a number of other employee-related services.

The number of personnel selected increased this year from 261 positions in FY '87 to well over 350 in FY '88. This figure represents **over 7,000 applications received and processed in the section.** Most of this number includes background investigations and psychological evaluations. With the increase in number of applicants, this Section has found it necessary to schedule testing on a monthly basis.

A state-wide computerized employee information system, implemented by the Department of Human Resource Management and the State Division of Finance, involves the Department in a pilot project designed to obtain personnel-related management information reports. The Personnel Section, working with the Management Information Systems (MIS) staff, determined the types of personnel data and reports which will aid management in tracking human resource information. In addition to providing information on transfers, promotions, salary adjustments, etc., this system will eventually provide complete personal history on employees such as education/training completed, certifications obtained, and identification information which will provide supervisors and administrators with improved personnel management information.

Employee Distribution

Inspector General	18.00	1 percent
Administrative Services	71.25	5 percent
Field Operations	403.47	29 percent
Institutional Operations	849.28	60 percent
Utah Correctional Industries	63.71	5 percent
Total	1,405.71	100 percent

Division of Administrative Services:
Technical Services Bureau

Management Information Services (MIS)

The Management Information Services section, responsible for the management, support, evaluation, and daily operation of the Department's computer hardware and software systems, is composed of four general areas:

Equipment — Appraises user needs for additional equipment, develops yearly data processing plans, obtains approval from State Data Processing Review Committe, orders and installs equipment, and trains personnel in the use of computer hardware.

Software Development — Analyzes user needs, designs and implements computer systems, modifies and enhances existing systems, evaluates third-party software, and writes user/technical documentation.

Operations — Backs-up user's data on a daily basis; networks installation operations; trains, troubleshoots and maintains computer hardware; assists users on work-station and printer problems; and inventories and controls all computer hardware/software equipment and maintenance contracts.

OBSCIS — Supervises Offender Based State Correctional Information System (OBSCIS); trains terminal operators, agents, and administrators in OBSCIS procedures; verifies the accuracy of data in the system; develops and maintains a technical manual for OBSCIS (the Department's Data Base); corrects data currently in the OBSCIS system; verifies the data through an established procedure; is developing a technical manual and creating minor changes in the OBSCIS screens and tables for ease of data entry and interpretation.

Program Analyst Randy Stohel checking computer hardware

Division of Administrative Services:
Planning and Research Bureau

John DeWitt, Director Chris Mitchell, and Cliff Butler reviewing one of many research reports

The Planning and Research section, responsible for gathering, managing, and disseminating information regarding the offender population under Department of Corrections supervision, spends considerable time and effort assisting with program development activities. Major tasks include the development and publication of research reports, annual reports, comprehensive plans, and special documents, as well as the analysis of policies and legislation, program evaluations, statistical analyses, and interpretation of data. Through such activities, recommendations can be made for changes and improvements in existing programs and for the creation of new programs. In addition, the section tracks legislation, assesses the cost and potential impact of proposed legislation, and assists with the budget, personnel, and other planning activities.

Management Indicator Revision

The Planning and Research section redesigned the management indicator program, which generates the Department's monthly statistical records, to provide the public, the Federal Government, and other Departments of State Government with more useful information.

Electronic Monitoring Study

The Planning and Research section received a federal grant to study the reliability of electronic systems for monitoring offender compliance with home confinement orders. The data collection on this project has been completed.

Division of Administrative Services:
Facilities and Construction Bureau

Division Director Ken Shulsen and Dawn Carlson, studying prints of the new facilities

The Facilities and Construction Bureau, responsible for the planning, programming, design, construction and renovation of facilities, submits funding requests for new facilities, renovation projects, capital improvements and code compliance projects. This Bureau also provides technical assistance in the areas of detention equipment, security electronics, and development of fire and life safety code standards.

This Bureau supervised the completion of the inmate housing units, functional units 1 and 3 under the Phase I project, and the secure women's facility, as well as the addition to the Fred F. House Academy which includes a dispatch center, command center, training room and dormitory. A new ventilation system and additional bunks were installed in the old maximum security building, a facility utilized for reception and orientation functions.

Planned projects for the next four years include: the funding, planning, and construction of the Gunnison Regional Prison; the Northern Utah Community Correctional Center; a new Department of Corrections Administration Building; 144-bed expansion of maximum security at Draper; A 100-bed Community Correctional Center in the Salt Lake area; a chapel at YACF; Phase II of the Regional Facility at Gunnison; Farmington AP&P expansion; a 576-bed medium security expansion at Draper; and an Administration Building for Region III (SLC).

Division of Administrative Services:
Policy and Procedure

Policy and Procedure

The principle purpose of the Policy and Procedure unit involves the creation, screening, and revision of policies and procedures for the Department, and reviewing the policies and procedures produced by other components of the Department.

- An additional function of the Policy and Procedures unit is the "sealing" of criminal records. An offender, under certain circumstances, can petition the court for the expungement and sealing of criminal records. This includes a search of the offender's criminal history, as well as information found throughout the Department, and sealing the record according to the law.

This unit also reviews and processes the Department's leases, which includes interpreting the Department's lease policy, providing direction and information during the development of leases, maintaining all lease files, ensuring the accuracy of the lease, and proper review of the lease prior to implementation.

The following names are the staff members of the Division of Administrative Services, without whose efforts and contributions, the accomplishments of the Division would not have been realized.

Pat Adams
Abdul M. Baksh
Kathie Ball
Myra Bassett
Susan Benge
Shauna M. Benvegnu
Tammy Black
Joseph Borich
Inga Bowen
Shelia Bowers
Linda Boyd
Vickie L. Brown
Cliff Butter
Brent Cannon
Dawn M. Carlson
Norene Cory
James W. Cropp
Sibyl Day
John DeWitt
Sandra Edwards
R. Blair Evans
Jan Frisbee
Kevin R. Gray
Kathy M. Hamburg
Brian Harris
M. Kaye Haymond
Richard Hill
William F. Hoelscher
Karl A. Hopkins
Iqbal Hossain
James Ingle
Charla Jensen
Grant Larsen
Sheri L. Larsen
Barbara Longmore
Charlene L. Lopez
Dessie Manousakis
Darrel O. Meier
Christine Mitchell
Nicholas G. Morgan
Carmen Nichol
Alex Nordquist
Suzanne G. Padgett
Lanae Porter
Sally Proestakis
Rayma Reno
Kevin Price
Wayne Ryder
Stasi Sagendorf
Gary W. Sessions
Billie Sherwood
Gregory Smith
Phillip Stireman
Randy Stohel
Tom Stroud
Donna Taylor
Eric Varoz
Terry Vergin
Robert Wagner
Anita B. Webb
Carol Winder

Division of the Inspector General

Division of the Inspector General

Lynn J. Lund

Director

Due to continued growth in the Department of Corrections, the Inspector General's Office has stretched to provide training, investigative, and legal services to and for the Department throughout the past year.

New Supreme Court decisions coupled with growth in the inmate population have added to our workload. This past year, we have concentrated efforts to certify the grievance process through Civil Rights for Institutionalized Persons Act (CRIPA), conduct professional investigations, and complete the first year of a three year audit cycle.

Involvement with the Utah Sheriff's Association has increased dramatically. The Inspector General's office provided staff to assist in jail inspections, which were completed under the authority of the Utah Sheriff's Association. The I.G.'s staff also provided training to over fourteen counties in handling inmate grievances and disciplinary problems.

The Iron County/Utah State Correctional facility has been assigned as part of the Inmate Placement Program and as such is administratively directed by the Deputy Inspector General. This facility is scheduled to house over 100 inmates and has an on-line staff of thirty.

Utah State rulemaking has also been a major thrust, as has the coordination of the Department's contracting process. This has been an active, involved year in which we worked to meet the ever increasing changes and demands of the Department of Corrections.

Our goals for the coming year areto:

1. increase our assistance to the Attorney General's office in preparation of cases regarding the Department of Corrections;

2. create an assistance/investigation unit for sexual/gender harassment complaints;

3. decreasing the amount of investigative/process time involving disciplinary matters; and

4. decrease the amount of time spent in investigating and processing disciplinary matters.

Division of the Inspector General

Mission Statement

The primary mission of the Inspector General's Division is to provide support and assistance to all operating units of the Department of Corrections by ensuring that practices adhere to constitutional standards, statutory law, and the Department's own policies and procedures.

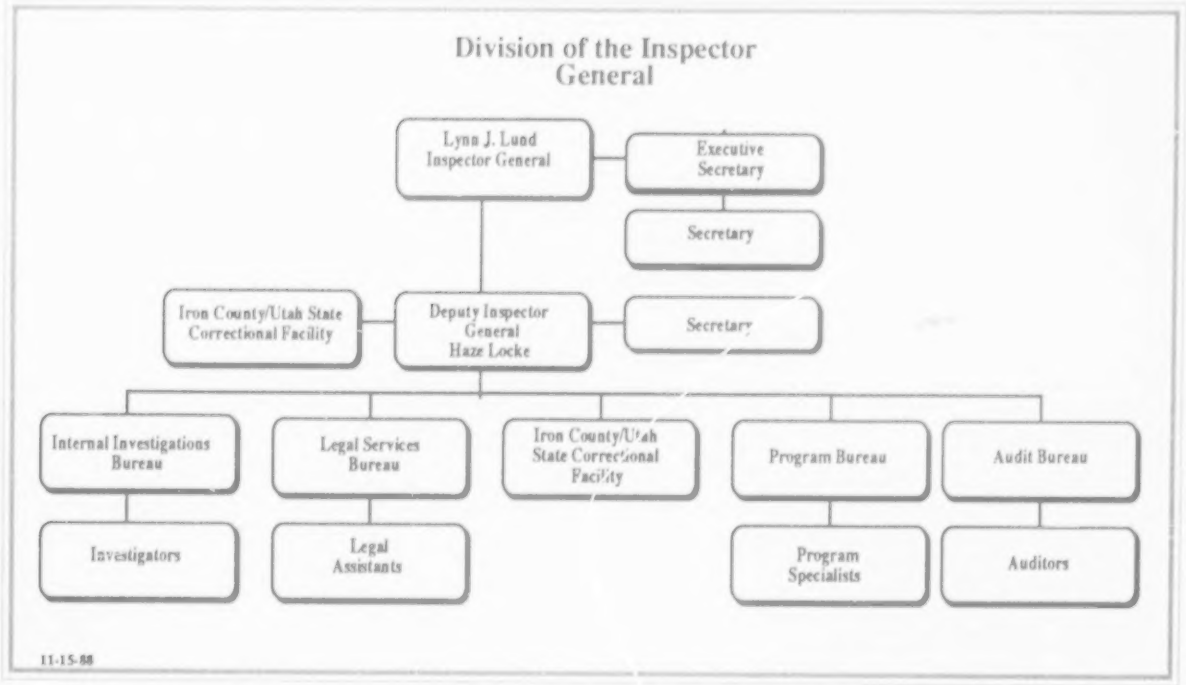
Organization Rationale

The Inspector General's Division consists of the Bureau of Programs, the Bureau of Legal Services, the Bureau of Internal Investigations, and the Bureau of Management Audit Services.

The Bureau of Programs encompasses several activities. The Jail Reimbursement Program monitors and reimburses counties for the housing of Corrections' clients who have been convicted of a felony and are serving jail time as a condition of probation. The Inmate Placement Program places inmates in various county jails and in other State and Federal institutions for population control, protection, or other administrative reasons. The Liaison Program coordinates activities with the Utah Sheriffs Association in matters of concern to both agencies, and, the Constituent Services Program investigates grievances at the appellate level of the grievance system.

The Bureau of Legal Services provides in-house legal counsel for the Department. The Bureau of Internal Investigations provides investigative services involving internal affairs and other administrative reviews.

The Bureau of Management Audit Services conducts internal audits of Departmental programs and functions to determine compliance with constitutional standards, statutory law, and policies and procedures.



Division of the Inspector General:
Management Audit Services Bureau

As its primary function, the **Bureau of Management Audit Services** independently examines, evaluates, and appraises the activities of the other Departmental units at least once every three years. The Bureau performs these audits to determine if:

1) compliance with local ordinances, state laws, and Federal regulations exist;
2) economy and efficiency of program operations exist;
3) expected program achievements exist; and
4) appropriate internal controls safeguard the assets of the taxpayers of the State of Utah.

During the past year the Audit Bureau completed the following audits: the execution of Pierre Dale Selby; the Institutional Operation's Inmate Grievance procedure; the Transportation Unit; the Food Services Unit; the Mental Health Unit; the Volunteer Unit; the Investigations Bureau; and the Wasatch Facility; the Bonneville and Ogden Community Correctional Centers; Region VI; Region III/Tooele Region III/ISP; and Administrative Services Personnel Bureau.

Audit Bureau Staff

Management Audit Services also provides technical assistance and training to other units within the Department of Corrections. Such services included:

Timpanogas Mental Health Audit

The Governor's audit of the Timpanogas Mental Health Unit required the reconstruction of the entire financial activities of this agency for a period of four fiscal years.

The Bureau of Management Audit Services terminated participation in the project after the reconstruction of one year and the preparatory work for a second. The result was that for one fiscal year **$2,381,797 is owed to the State of Utah, of which approximately $140,000 belongs to the Department of Corrections.**

The DAM Project

In association with the Governor's Task Force on Organized and White Collar Crime, the Management Audit Services Bureau worked with the FBI, the Attorney General and the United States Attorney on the project. This project necessitated the use of fraud investigation techniques. The information gained from this audit pointed to several internal weaknesses that have since been rectified.

Peerless Laundry

The BMAS also reconciled problems for a local vendor which had been disputed for over seven years, thereby keeping the Department from being exposed to expensive and needless litigation.

Division of the Inspector General:
Internal Investigations and Legal Service Bureaus

Bureau Staff Grant Price, Director Carrie Hill and Pamela Parkinson Telford review a case with Administrative Law Judge Spenser Robinson (seated in center of photo)

The **Bureau of Legal Services** assists the Executive Director, Department employees and the Attorney General's Office with federal and state court proceedings providing support for litigation including the Department of Corrections.

The Bureau also makes available to employees the status of pending legal proceedings and an information bank to better understand the judicial system.

The Bureau is a major resource for legal research, writing assistance and counsel for all areas of the Department of Corrections.

The Bureau is currently involved in major research into inmate civil rights issues and new policies and procedures to assure compliance with current caselaw.

The **Internal Investigations Bureau**, responsible for providing investigative services, offers services such as internal affairs investigations and other administrative reviews.

The Bureau's primary function, administrative in nature, coordinates and represents the administrative interests in investigations involving personnel or property.

The Bureau investigated over thirty complaints during fiscal year 1988, of which sixty-five percent of the complaints resulted in a fact-finding hearing and/or disciplinary action. The remaining complaints had no merit.

Division of the Inspector General:
Programs Bureau

Jail Reimbursement Program

The Jail Reimbursement program reimburses the counties for housing offenders and for the medical expenses associated with housing offenders convicted of a felony and serving time in a county jail as a condition of probation.

The 1988 allocation of $600,000 has been projected by the Legislative fiscal analys to cover less than half of the cost for this program. After the depletion of allocated state funds, the individual counties assume all housing and medical costs associated with this program. In this process Corrections simply acts as a pass-through agency, checking the billings and distributing the funds allocated for the counties by the Legislature.

Liaison Program

This Liaison program provides coordination with the Utah Sheriff's Association in matters relating to conditions of incarceration, training of corrections officers (county jail officers), and development of policies, procedures, and legislation that affect jails and Corrections.

This unit also assists the Sheriffs Association by creating and testing jail procedures for compliance with legal and regulatory standards.

Constituent Services

The **Constituent Services (Ombudsman) Program** reviews and investigates grievances at the appellate level of the grievance system. The Ombudsman serves as a liaison between the public and the Department of Corrections in the resolution of complaints and/or requests for information.

This unit also resolves problems within the Department of Corrections using administrative means. The Ombudsman serves not as an advocate but as an impartial grievance handler.

Jimmy Watts and Margret Middleton review ing unit programs

Inmate Placement Program

The **Inmate Placement Program** supervises and coordinates the placement of inmates in county jails and federal institutions for population control, protection of inmates, and to meet other departmental needs. This program also includes the placement of inmates in out-of-state penal institutions under terms of the Western Interstate Corrections Compact.

During fiscal year 1988, **inmates spent some 30,000 days in county jails** under terms of the Inmate Placement Program. For this housing, **counties received a total of $891,714 in reimbursed costs.** This program also provides the structure and administrative support under which the Iron County/Utah State Correctional Facility operates.

Division of the Inspector General:
Iron County/Utah State Correctional Facility

Mission Statement

The primary mission of the Iron County/Utah State Correctional Facility is community protection in a manner which also enhances the safety of staff and inmates. To accomplish this, Iron County and the State of Utah are committed to the stablishment of operational policies and procedures which provide for the development of security and programs and to identify, control, and attempt to modify the inappropriate behavior of offenders.

Organizational Rationale

The Iron County/Utah State Correctional Facility, organizationally includes a security, support services, and programs bureau. The facility is managed by a four-member Management and Policy Board which includes the:

- Executive Director, Department of Corrections;
- Deputy Inspetotr General , Department of Corrections;
- Iron County Sheriff; and
- Iron County Commissioner.

This Board governs all matters of policy and finances. The board meets at regular intervals to consider new ideas, develop policy, or deal with any issue affecting the facility.

This unique, joint State and County Facility houses State and County inmates under the leadership of one management and staff system. Yet, a limited amount of separation exists between state and county inmates.

Overview

Director Jimmy Stewart

Dedication - Dedication Week Activities held November 2-6, 1987 included: school and public tours; overnight stay for the public, sponsored by the Cedar City Chamber as a fund raiser; and a ribbon cutting ceremony involving Governor **Norman H. Bangerter, Gary W. DeLand,** Executive Director, **John T. Neilson,** Commissioner Department of Public Safety, **Jim Robinson**, Iron County Commissioner, and Iron County Sheriff **Ira Schoppmann.** ***The first group of inmates entered the new Facility in December, 1987.***

Building Maintenance - Administration added a control room to the state side, double bunked 42 cells to increase housing capacity, and converted the kitchen equipment to natural gas to save energy costs.

Contracts - Contracts for County and State inmates, written and negotiated by Joe Bogaty, include all legal, medical, optometric, pharmaceutical, dental, and mental health services. These services have been obtained from local providers.

Training - The18 employees who were hired for the facility attended the Utah State Corrections Academy prior to the opening of the Facility.

Programs - Staff and local providers currently offer programs in adult high school education, drug and alcohol rehabilitation, library services, and also provide an Inmate Worker Program.

Jail Reimbursement Program

County	FY 84 Allocation	FY 85 Allocation	FY 86 Allocation	FY 87 Allocation	FY 88 Allocation	FY 89 Allocation
Beaver	1,285	2,255	2,845	2,999	1,649	1,343
Box Elder	9,441	16,571	19,808	21,751	12,426	10,362
Cache	16,826	29,533	36,268	39,640	22,586	18,970
Carbon	6,655	11,680	13,056	13,907	7,662	6,141
Daggett	230	404	418	416	233	192
Davis	42,687	74,925	92,065	101,625	58,298	49,070
Duchesne	3,679	6,457	8,146	8,736	4,764	3,756
Emery	3,490	6,125	6,919	7,013	3,931	3,180
Garfield	1,041	1,828	2,204	2,407	1,349	1,110
Grand	2,191	3,846	4,240	4,190	2,282	1,837
Iron	4,950	8,689	10,601	11,529	6,496	5,346
Juab	1,569	2,754	3,376	3,714	1,932	1,590
Kane	1,136	1,994	2,511	2,793	1,599	1,330
Millard	2,813	4,938	7,532	8,439	4,531	3,619
Morgan	1,407	2,469	2,957	3,239	1,832	1,549
Piute	379	665	837	921	516	425
Rich	649	1,140	1,199	1,248	683	534
Salt Lake	177,186	310,999	376,630	410,068	232,527	191,895
San Juan	3,436	6,030	7,030	7,429	4,231	3,536
San Pete	4,436	7,787	9,374	10,044	5,497	4,551
Sevier	4,220	7,407	8,872	9,628	5,264	4,331
Summit	3,084	5,413	6,695	7,369	4,231	3,619
Tooele	7,250	12,725	15,679	16,819	9,361	7,703
Uintah	6,492	11,395	13,503	14,263	7,662	6,004
Utah	63,706	111,817	136,702	149,169	84,283	70,453
Wasatch	2,353	4,131	5,133	5,468	3,148	2,659
Washington	8,007	14,054	18,022	21,216	13,026	11,294
Wayne	555	973	1,172	1,248	700	562
Weber	40,847	71,696	86,206	92,712	52,302	43,039
	422,000	740,700	900,000	980,000	555,000	460,000
*Medical	50,000	50,000	50,000	45,000	45,000	40,000
**Total Allocation	472,000	790,000	950,000	1,025,000	600,000	500,000

* Medical funds are disbursed to counties on an actual and necessary basis and are not included in initial housing allocation. Funds remaining at the end of the fiscal year are transferred to cover deficit housing expenditures.

** Total allocation is the legislative appropriation for the Jail Reimbursement Program.

APPENDICES

Utah Department of Corrections

"Snapshot" of Inmates
October 27, 1988

Veteran status	MALE #	MALE %	FEMALE #	FEMALE %
Veteran	411	21.0	2	2.2
Non-Veteran	1437	73.4	86	93.5
Active	10	.5	0	0
Reserve	30	1.5	0	0
Unknown	70	3.6	4	4.3

Last grade completed				
1-6	44	2.2	1	1.1
7-11	879	44.9	37	40.2
12	640	32.7	33	35.9
12+	181	9.2	7	7.6
Unknown	214	10.9	14	15.2

Citzenship				
U.S. Citizen	1791	91.5	81	88.0
U.S. Naturalized	3	.2	0	0
Non U.S. Citizen	36	1.8	0	0
Unknown	128	6.5	11	12.0

Race				
White	1387	70.8	59	64.1
Hispanic	293	15.0	15	16.3
Black	185	9.4	10	10.9
Native American	34	1.7	5	5.4
Asian	21	1.1	1	1.1
Unknown	38	1.9	2	2.2

Religion				
Catholic	433	22.1	16	17.4
LDS	659	33.7	29	31.5
Protestant	245	12.5	12	14.1
None	291	14.9	13	14.1
Other	131	6.7	6	6.5
Unknown	199	10.2	15	16.3

Age				
18-19	32	1.6	1	1.1
20-24	381	19.5	13	14.1
25-29	475	24.3	20	21.7
30-34	396	20.2	28	30.4
35-39	273	13.9	11	12.0
40-44	181	9.3	13	14.1
45-49	113	5.8	3	3.3
50-54	57	2.9	2	2.2
55-59	25	1.3	0	0
60-Over	25	1.3	1	1.1

Marital status	MALE #	MALE %	FEMALE #	FEMALE %
Never Married	866	44.2	30	32.6
Married	395	20.2	15	16.3
Separated	119	6.1	13	14.1
Divorced	397	20.3	22	23.9
Common Law	42	2.1	2	2.2
Widowed	25	1.3	1	1.1
Unknown	114	5.8	9	9.8

Crime- property				
Depriving an Owner	1	.1	0	0
Burglary	249	12.7	2	2.2
Agg. Burglary	27	1.4	0	0
Theft By Deception	21	1.1	2	2.2
Theft By Receiving	26	1.3	1	1.1
Petit Theft	0	0	0	0
Auto Theft	28	1.4	1	1.1
Theft	208	10.6	11	12.0
Receive Stolen Prop.	6	.3	0	0
Poss. Stolen Prop.	2	.1	0	0
Forgery	88	4.5	18	19.6
Poss. Forged Writing	2	.1	0	0
Issuing Bad Checks	25	1.3	3	3.3
Fraud	1	.1	0	0
Credit Card Fraud	8	.4	3	3.3
Other Property	2	.1	0	0
Racketeering	2	.1	0	0
Unlawful Dealings	1	.1	0	0
Comm. Fraud	2	.1	0	0
Theft of Service	2	.1	0	0
Retail Theft	7	.3	2	2.2

Drug related				
Poss. Control Sub.	12	.6	5	5.4
Cultivation of Drugs	1	.1	0	0
Dist. Drugs No Value	4	.2	0	0
Dist. Drugs - Value	80	4.1	9	9.8
Manufacturing Drugs	0	0	0	0
Poss. of Drugs	3	.2	0	0
Illegal Prescription	7	.3	4	4.3
Other Drugs/Alcohol	0	0	0	0

Utah Department of Corrections

"Snapshot" of Inmates
October 27, 1988

Sex Related	MALE		FEMALE	
	#	%	#	%
Unlawful Sex Inter	5	.3	0	0
Rape	74	3.8	0	0
Sodomy	11	.6	0	0
Forcible Sodomy	24	1.2	0	0
Forcible Sex Abuse	46	2.3	0	0
Agg. Sex Abuse	62	3.2	0	0
Sex Abuse of a Child	153	7.8	2	2.2
Other Sex	2	.1	0	0
Obj. Rape Adult	1	.1	0	0
Obj. Rape Child	1	.1	0	0
Rape-Child	21	1.1	0	0
Sodomy-Child	47	2.4	1	1.1
Incest	12	.6	1	1.1

Violent/ Personal				
Assault	3	.2	0	0
Assault by Prisoner	4	.2	1	1.1
Agg. Assault	56	2.9	2	2.2
Extortion	0	0	0	0
Criminal Homicide	60	3.1	2	2.2
Murder 1	62	3.2	1	1.1
Murder 2	71	3.6	3	3.3
Manslaughter	47	2.4	2	2.2
Auto Homicide	9	.5	0	0
Kidnapping	7	.4	0	0
Agg. Kidnapping	20	1.0	1	1.1
Kidnapping Child	1	.1	0	0
Other Person Crime	1	.1	0	0
Robbery	86	4.4	4	4.3
Agg. Robbery	178	9.1	2	2.2
Child Abuse	4	.2	3	3.3
Arson	5	.3	0	0
Agg. Arson	1	.1	0	0

Public Order				
Prostitution	1	.1	0	0
DUI	1	.1	0	0
Leaving Accident	0	0	0	0
Failure to Stop	5	.3	1	1.1
Escape From Cust.	7	.4	1	1.1
Habitual Criminal	18	.9	0	0
Weapons Violation	15	.8	0	0
Contra. to Inmate	2	.1	0	0
Custodial Interfer	1	.1	0	0
Criminal Mischief	1	.1	0	0
Obstruct of Justice	0	0	1	1.1
Illegal Use Explosives	0	0	0	0
Evading	1	.1	0	0
Public Intox.	1	.1	0	0
Tampering w/witness	1	.1	0	0
Dist. Pornography	1	.1	0	0

Degree of Crime	MALE		FEMALE	
	#	%	#	%
Capital	17	.9	0	0
First Degree	583	29.8	6	6.5
Second Degree	774	39.5	28	30.4
Third Degree	534	27.3	51	55.4
Class A	13	.7	3	3.3
Class B	2	.1	0	0
Class C	3	.2	0	0
Compact	2	.1	0	0
Unknown	30	1.5	4	4.3

Incarcerations				
1	1080	55.2	30	32.6
2-4	676	34.5	10	10.9
5-7	89	4.5	0	0
8+	13	.7	0	0
Unknown	100	5.1	52	56.5

Arrests				
1-5	860	43.9	43	46.7
6-10	477	23.4	19	20.7
11-15	248	12.7	11	12.0
16-20	136	6.9	6	6.5
over 20	199	10.2	11	12.0
Unknown	38	1.9	2	2.2

Convictions				
1-5	1230	62.8	28	30.4
6-10	421	21.5	11	12.0
11-15	111	5.7	5	5.4
16-20	42	2.1	1	1.1
Over 20	58	3.0	0	0
Unknown	96	4.9	47	51.1

Age First Arrest				
Under 10	93	4.7	2	2.2
10-14	620	31.7	24	26.1
15-17	466	23.8	16	17.4
18-20	314	16.0	20	21.7
21-24	168	8.6	12	13.0
25-29	114	5.8	5	5.4
30-39	99	5.1	10	10.9
40-49	45	2.3	3	3.3
50-59	15	.8	0	0
Over 60	5	.3	0	0
Unknown	19	1.0	0	0

"Snapshot" of Probationers

October 27, 1988

Veteran status	MALE #	MALE %	FEMALE #	FEMALE %
Veteran	827	15.9	8	.8
Non-Veteran	3761	72.5	959	93.5
Active	27	.5	1	.1
Reserve	124	2.4	6	.6
Unknown	447	8.6	52	5.1

Last grade completed				
1-6	54	1.0	8	.8
7-11	2154	41.5	436	42.5
12	1948	37.6	395	38.5
12+	718	13.8	129	12.6
Unknown	312	6.0	58	5.7

Citizenship				
U.S. Citizen	4669	90.0	968	94.3
U.S. Naturalized	31	.6	3	.3
Non U.S. Citizen	64	1.2	4	.4
Unknown	422	8.1	51	5.0

Race				
White	4104	71.1	823	80.2
Hispanic	457	8.8	84	8.2
Black	184	3.5	43	4.2
Native American	133	2.7	32	3.1
Asian	49	.9	15	1.5
Unknown	259	5.0	29	2.8

Religion				
Catholic	656	12.6	143	13.9
LDS	2064	39.8	397	38.7
Protestant	530	10.2	125	12.2
None	1007	19.4	188	18.3
Other	203	3.9	53	5.2
Unknown	726	14.0	120	11.7

Age				
18-19	365	7.0	45	4.4
20-24	1477	28.4	231	22.5
25-29	1257	24.2	274	26.7
30-34	866	16.7	204	19.9
35-39	530	10.2	137	13.4
40-44	298	5.7	67	6.5
45-49	168	3.2	43	4.2
50-54	98	1.9	13	1.3
55-59	60	1.2	5	.5
60-Over	64	1.2	6	.6

Arrests	MALE #	MALE %	FEMALE #	FEMALE %
1-5	2507	48.3	468	45.6
6-10	596	11.5	70	6.8
11-15	164	3.2	6	.6
16-20	81	1.6	7	.7
over 20	100	1.9	5	.5
Unknown	1738	33.5	470	45.8

Crime- property				
Depriving an Owner	34	.7	3	.3
Burglary	436	8.4	24	2.3
Agg. Burglary	7	.1	0	0
Trespass	4	.1	1	.1
Theft By Deception	79	1.5	19	1.9
Theft By Receiving	83	1.6	14	1.4
Petit Theft	26	.5	35	3.4
Auto Theft	70	1.3	1	.1
Poss. Stolen Auto	4	.1	1	.1
Burglary Auto	66	1.3	3	.3
Theft	839	16.2	182	17.7
Receive Stolen Prop.	21	.4	1	.1
Poss. Stolen Prop.	11	.2	0	0
Forgery	266	5.1	165	16.1
Poss. Forged Writing	9	.2	0	0
Issuing Bad Checks	162	3.1	97	9.5
Fraud	18	.3	4	.4
Fraud Writing	4	.1	0	0
Fraud Public Ass.	11	.2	12	1.2
Fraud Unemployment	11	.2	2	.2
Fraud Credit Card	35	.7	25	2.5
Fraud Insurance	9	.2	2	.2
Poss. of Credit Card	9	.2	3	.3
False Credit Report	2	0	1	.1
Other Property	19	.4	2	.2
Racketeering	1	0	1	.1
Unlawful Dealings	3	.1	0	0
Comm. Fraud	0	0	0	0
Theft of Service	0	0	0	0
Retail Theft	16	.3	24	2.3
Break and Enter	1	0	0	0
Forgery Conspire	2	0	0	0
Tamper w/Records	2	0	0	0
Deceptive Business	12	.2	0	0

Drug related				
Poss. Control Sub.	336	6.5	66	6.4
Cultivation of Drugs	22	.4	7	.7
Dist. Drugs No Value	41	.8	9	.9
Dist. Drugs - Value	360	6.9	59	5.8
Manufacturing Drugs	12	.2	3	.3
Poss. of Drugs	55	1.1	18	1.8
Illegal Prescription	51	1.0	37	3.6
Other Drugs/Alcohol	7	.1	2	.2
Illegal Possession	10	.2	1	.1
Sale of Alcohol	2	0	1	.1
Arrange to Dist.	115	2.2	21	2.0

Utah Department of Corrections

"Snapshot" of Probationers
October 27, 1988

Sex Related	MALE #	MALE %	FEMALE #	FEMALE %
Unlawful Sex Inter	34	.7	1	.1
Rape	12	.2	0	0
Sodomy	5	.1	0	0
Forcible Sodomy	4	.1	0	0
Forcible Sex Abuse	82	1.6	0	0
Agg. Sex Abuse	8	.2	0	0
Sex Abuse of a Child	224	4.3	5	.5
Other Sex	10	.2	0	0
Obj. Rape Adult	0	0	0	0
Obj. Rape Child	0	0	0	0
Rape-Child	7	.1	0	0
Agg. Sodomy Child	1	0	0	0
Sodomy-Child	11	.2	0	0
Sex Exploit Minor	2	0	0	0
Incest	25	.5	1	.1
Molesting	2	0	0	0
Lewdness-Child	65	1.3	1	.1

Violent / Personal				
Battery	13	.3	2	.2
Assault and Battery	3	.1	0	0
Assault	59	1.1	4	.4
Assault w/Deadly	1	0	0	0
Assault on Police	28	.5	8	.8
Assault by Prisoner	9	.2	0	0
Agg. Assault	148	2.9	11	1.1
Extortion	2	0	0	0
Criminal Homicide	3	.1	2	.2
Murder 1	1	0	1	.1
Murder 2	1	0	0	0
Manslaughter	6	.1	2	.2
Negligent Homicide	13	.3	4	.4
Auto Homicide	13	.3	1	.1
Kidnapping	4	.1	0	0
Agg. Kidnapping	0	0	0	0
Kidnapping Child	1	0	1	.1
Other Person Crime	2	0	0	0
Robbery	67	1.3	1	.1
Agg. Robbery	19	.4	0	0
Child Abuse	27	.5	9	.9
Spouse Abuse	14	.3	3	.3
Arson	24	.5	3	.3
Agg. Arson	1	0	0	0
Terror Threat	3	.1	0	0
Robbery Conspire	1	0	0	0

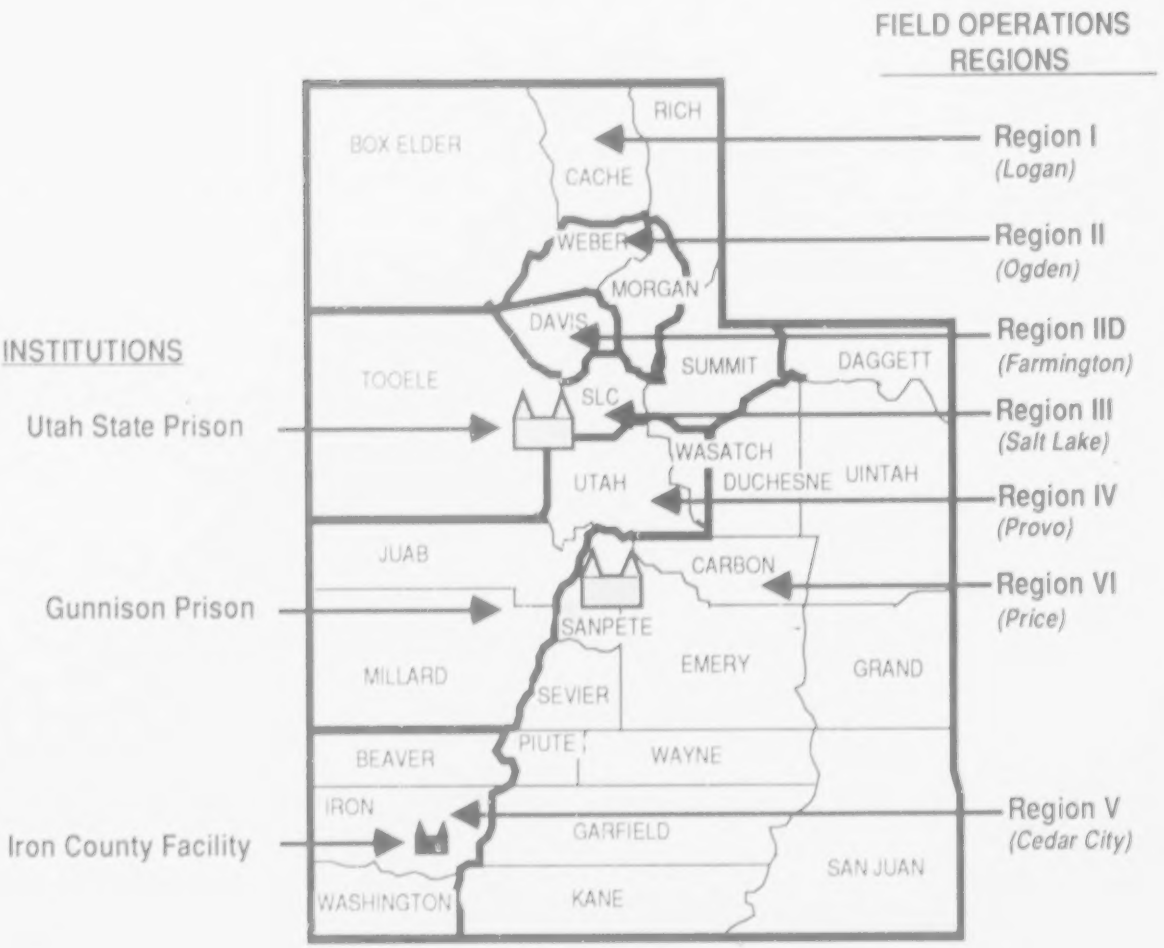
Marital status				
Never Married	2240	43.2	260	25.3
Married	1239	23.9	289	28.2
Separated	269	5.2	117	11.4
Divorced	912	17.6	262	25.5
Common Law	143	2.8	26	2.5
Widowed	27	.5	19	1.9
Unknown	356	6.9	53	5.2

Public Order	MALE #	MALE %	FEMALE #	FEMALE %
Prostitution	0	0	0	0
Soliciting Sex	1	0	11	1.1
DUI	426	8.2	67	6.5
Leaving Accident	12	.2	1	.1
Failure to Stop	47	.9	4	.4
Reckless Driving	41	.8	5	.5
Driving on Revocation	94	1.8	8	.8
Driving on Suspension	47	.9	4	.4
Other Driving	9	.2	1	.1
Contrib. Delinq. Minor	3	.1	1	.1
Escape From Cust.	2	0	0	0
Habitual Criminal	0	0	0	0
Weapons Violation	28	.5	0	0
Contra. to Inmate	2	0	2	.2
Custodial Interfer	4	.1	4	.4
Criminal Mischief	41	.8	4	.4
Obstruct of Justice	1	0	0	0
Bail Jumping	1	0	1	.1
Illegal Use Explosives	0	0	0	0
Evading	30	.6	1	.1
Resisting Arrest	4	.1	0	0
Interfer w/Public Servant	9	.2	0	0
Lewdness	36	.7	0	0
Public Intox.	5	.1	2	.2
Tampering w/witness	5	.1	0	0
Dist Pornography	4	.1	0	0
Traffic	3	.1	0	0
Wildlife Laws	7	.1	0	0
Tele. Harrass	5	.1	0	0
Construct Infernal	3	.1	0	0
Disturb Peace	6	.1	0	0
Disorderly Conduct	6	.1	0	0
Cruel to Animals	3	.1	0	0
Indecent Expose	4	.1	0	0
False Represent	6	.1	0	0
Official Misconduct	1	0	0	0
Public Servant Bribe	1	0	0	0
Criminal Defame	1	0	0	0
Tax Evasion	1	0	0	0
Robbery Conspire	4	.1	0	0
Reckless Burn	2	0	0	0
Open Container	2	0	0	0
Gambling	1	0	0	0
Adultery	1	0	0	0
Criminal Non-Support	4	.1	0	0

Degree of Crime				
Capital	0	0	0	0
First Degree	60	1.2	2	.2
Second Degree	736	14.2	159	15.5
Third Degree	1908	36.8	382	37.3
Class A	1440	27.8	277	27.0
Class B	771	14.9	166	16.4
Class C	0	0	0	0
Compact	222	4.3	36	3.5
Unknown	49	.9	4	.4

Department Facilities and Location of Regions

The Department of Corrections has distributed its resources throughout the State to provide supervision and services where offender populations reside.



Community Correctional Centers:

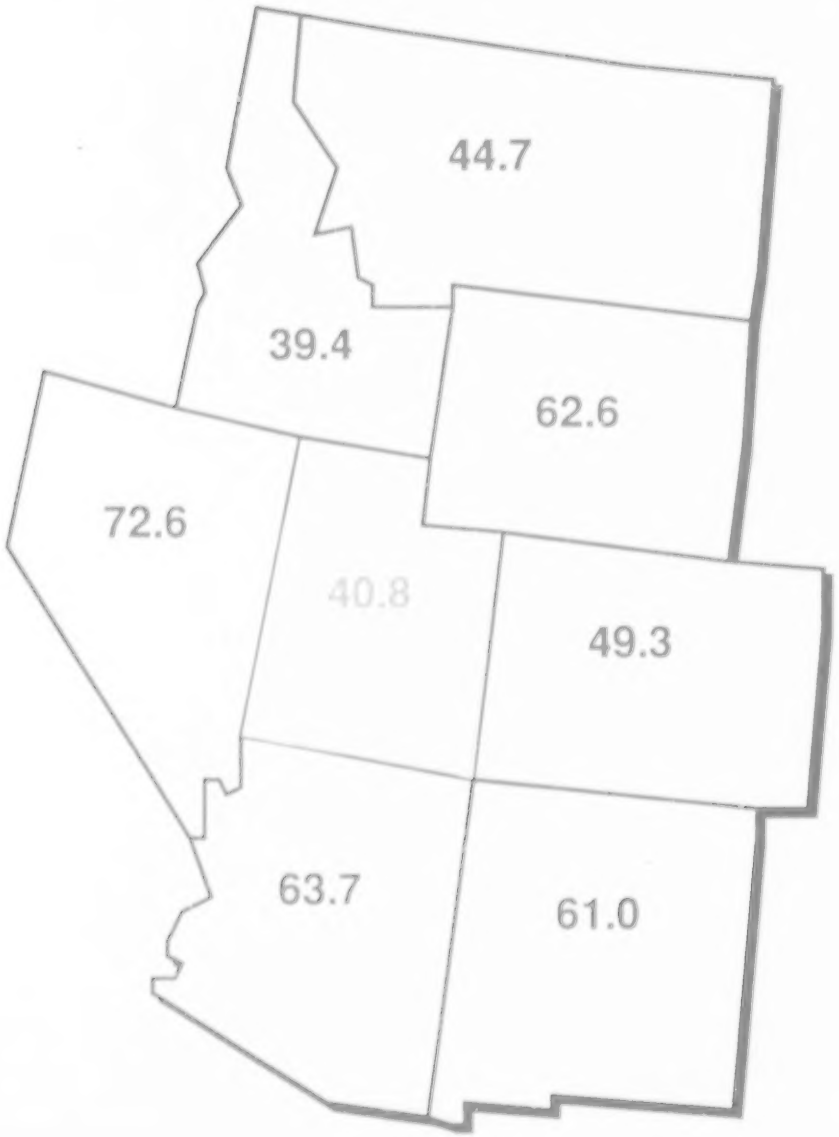
In Salt Lake: Bonneville, Orange Street, Fremont, and Women's

In Ogden: Parkview and Ogden Community Correctional Center

Per Capita Expenditures in 1985: Criminal Justice System

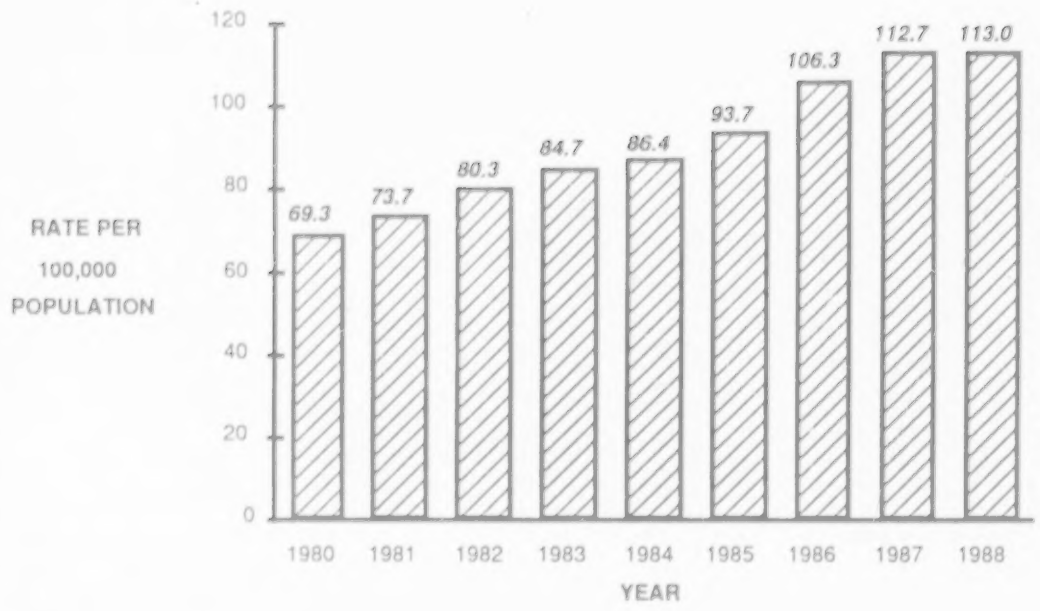
Utah spends less per capita on Corrections than the National average and less than all the surrounding States except Idaho.

Rate per 10,000 Population of Justice System Employment in 1985



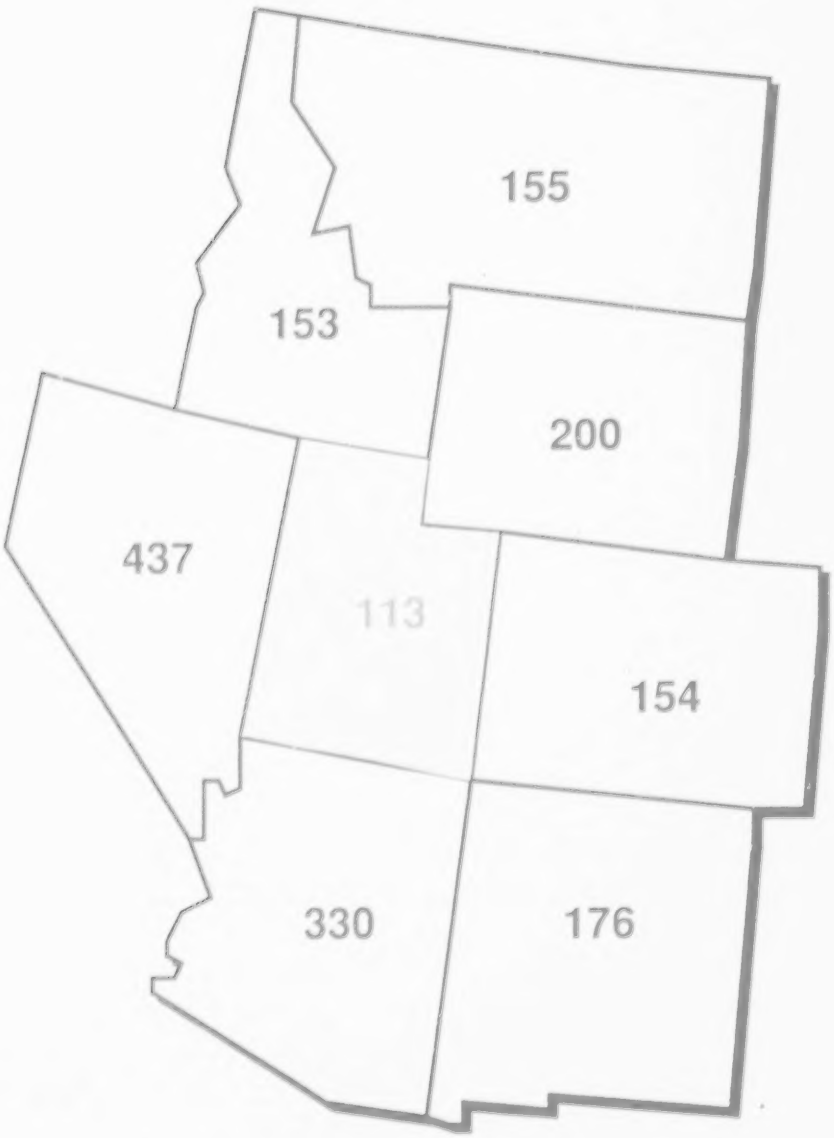
Utah ranked 40th in the Nation for rate of State and local justice system full-time equivalent employees in 1985.

Changes in Utah Incarceration Rate 1980 - 1988



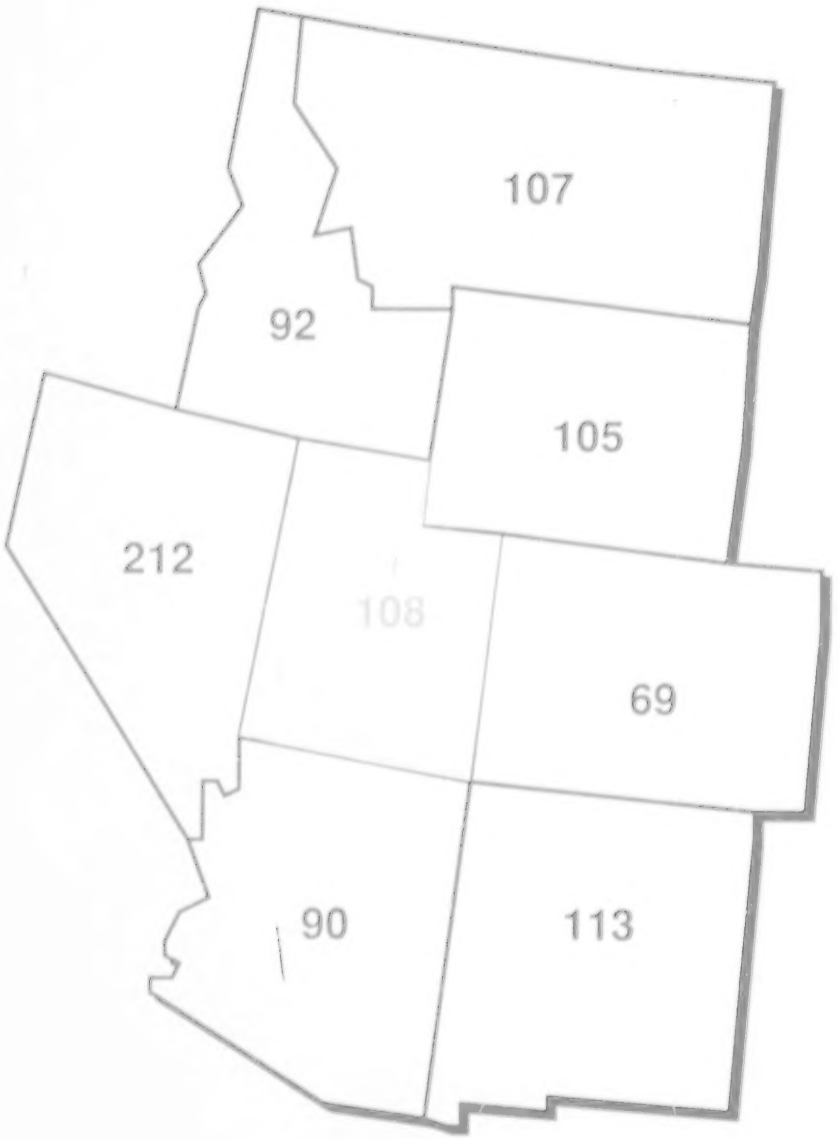
Utah's incarceration rate has increased by 63% since 1980. Since 1983, the national incarceration rate has grown by 28%, while Utah's has increased by a similar 33%.

Incarceration Rates in Utah and Mountain States 1987 Per 100,000 Population



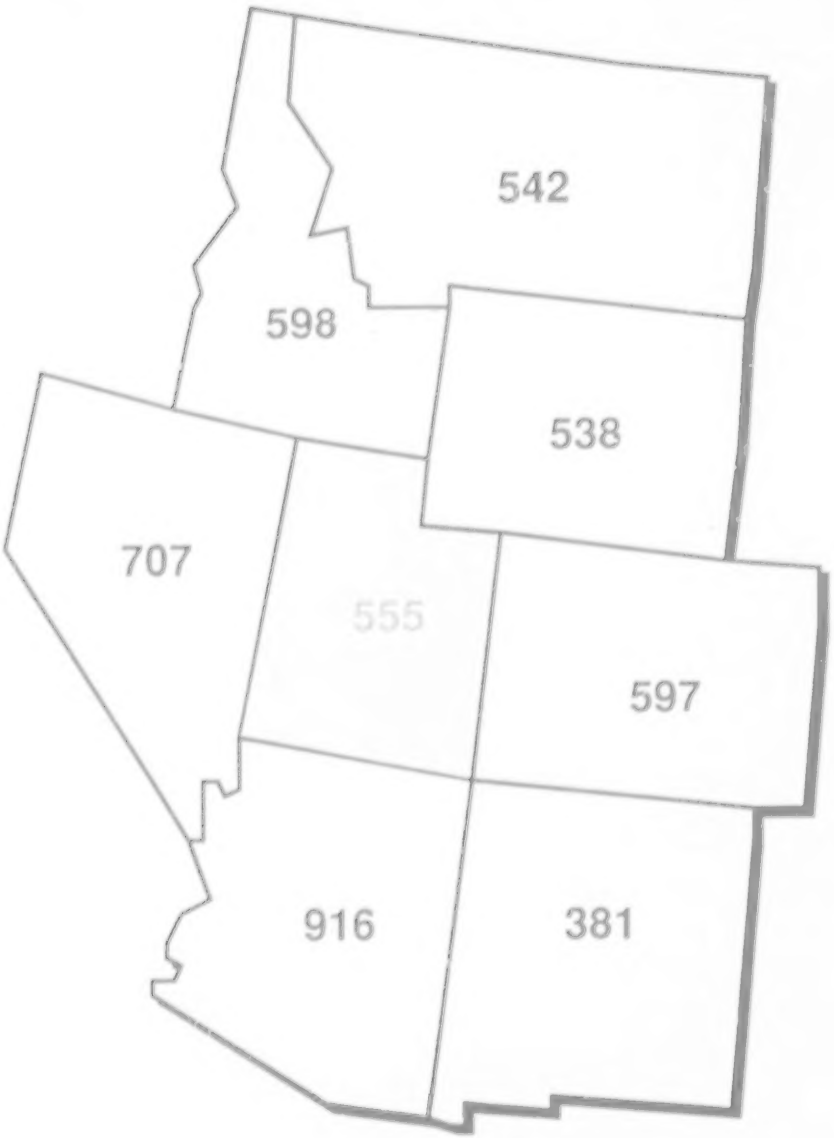
Utah's incarceration rate did not increase between 1986 and 1987. The Western States average incarceration rate on June 30, 1988, was 226 per 100,000. The National average was 236.

Parole Rates in Utah and Mountain States 1987
Per 100,000 Population



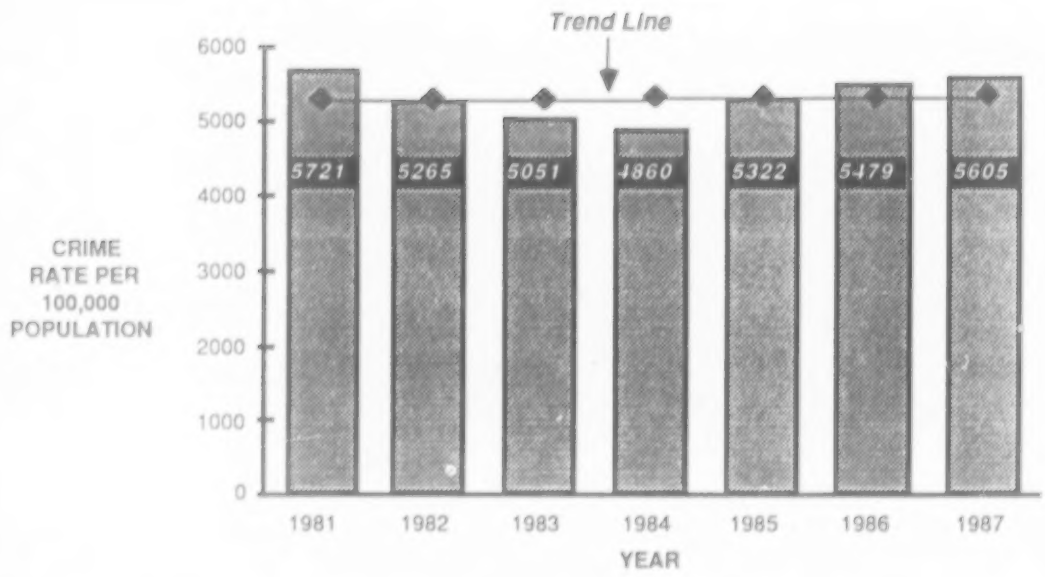
In spite of the fact that Utah's incarceration rate is lower than all the surrounding States, the parole rate is about average.

Probation Rates in Utah and Mountain States 1987: Per 100,000 Population



Utah's probation rate increased by 3.8% between 1986 and 1987. The use of probation in Utah is similar to that of most of the surrounding States.

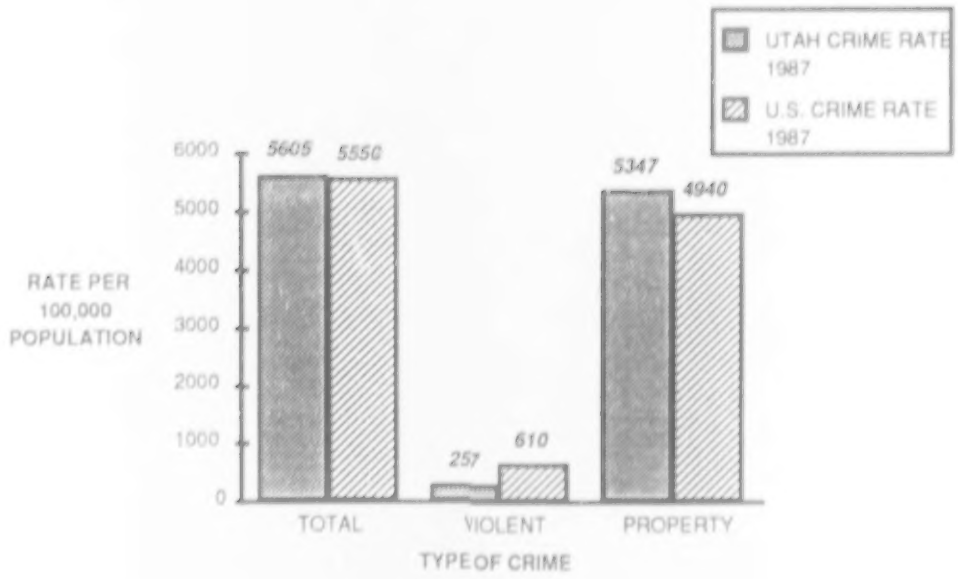
Crime Rate per 100,000 Population in Utah 1981 - 1987



Utah's crime rate has not changed significantly during the '80's, when offender populations grew dramatically. This suggests that offender population growth is effected by factors other than crime rate. The average crime rate over this time period was 5329 per 100,000 population. The yearly figures were within 10% of this average.

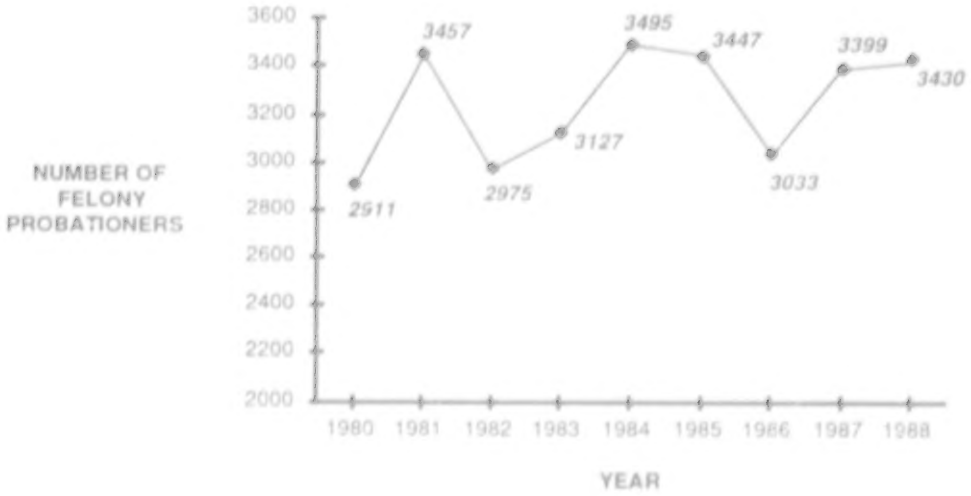
NOTE: The trend line for crime rate, shown on the graph above is flat, indicating that crime rate in Utah has remained relatively stable in the 1980's. Changes in crime rate do not appear to be related to growth in the offender populations.

Crime Rate in Utah vs. the Nation in 1987



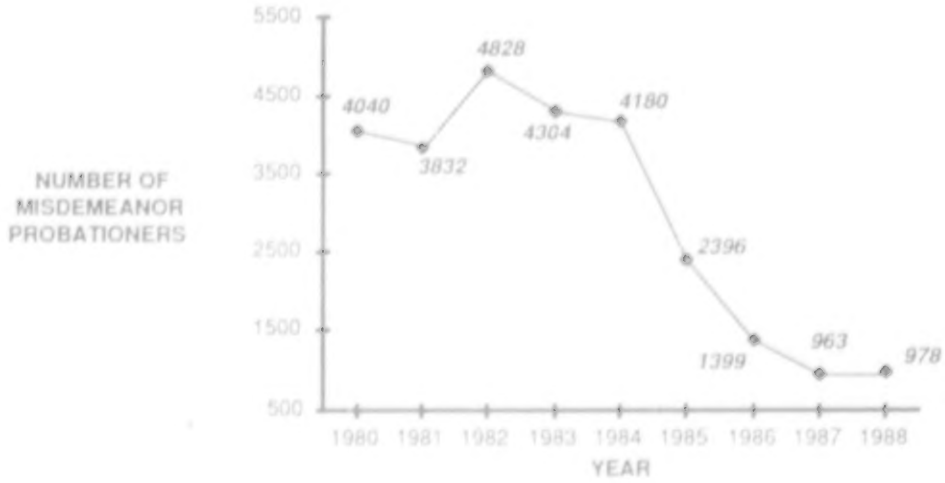
Although Utah has a total crime rate equal to the National rate, the violent rate is less than half of the National average.

Changes - Felony Probation Population : 1980 - 1988



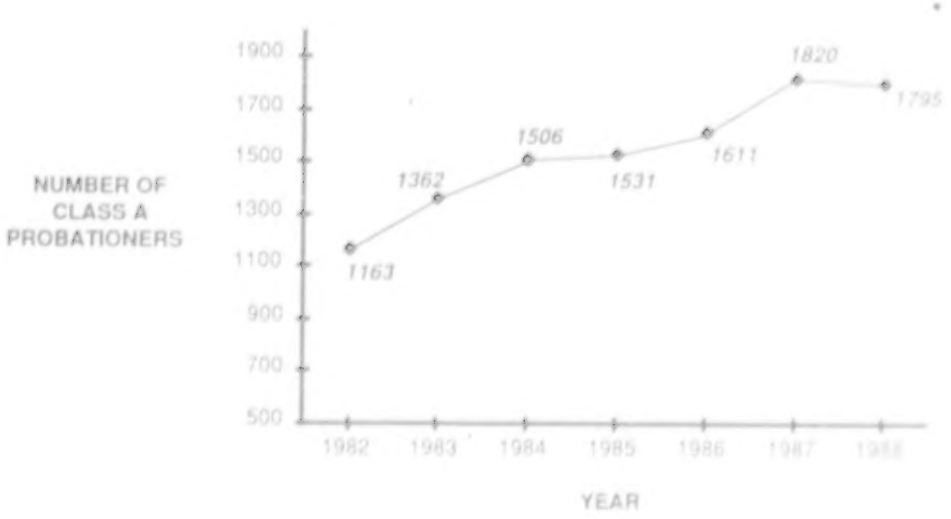
The Felony probation population has fluctuated in response to changes in policy. Legislation limiting the length of Felony probation reduced the population, while increases in admission rate increased the population.

Changes - Misdemeanor Probation Populations 1980 - 1988



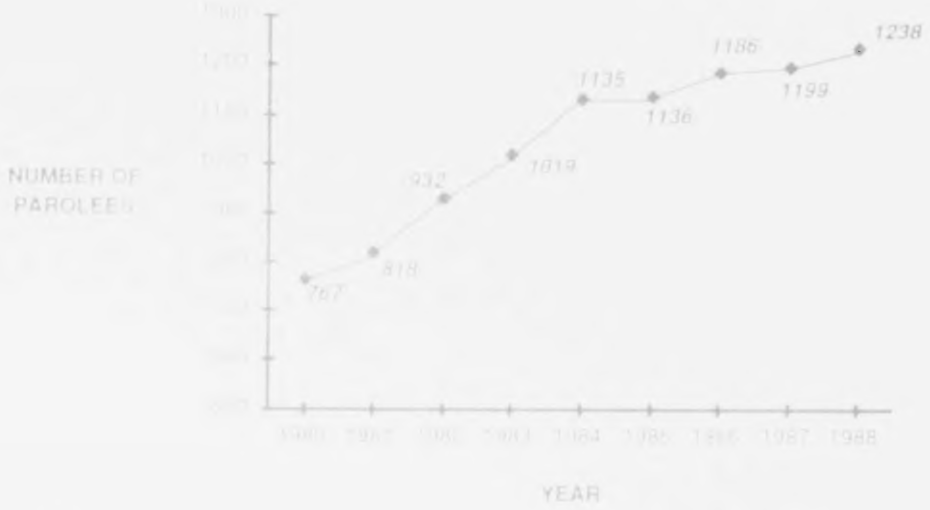
Since 1980, Utah's Misdemeanor probation has decreased by 76%. This decrease is the result of legislation which removed the Department's responsibility for supervising Class B and C Misdemeanor offenders.

Changes - Class A Probation Population 1982 - 1988



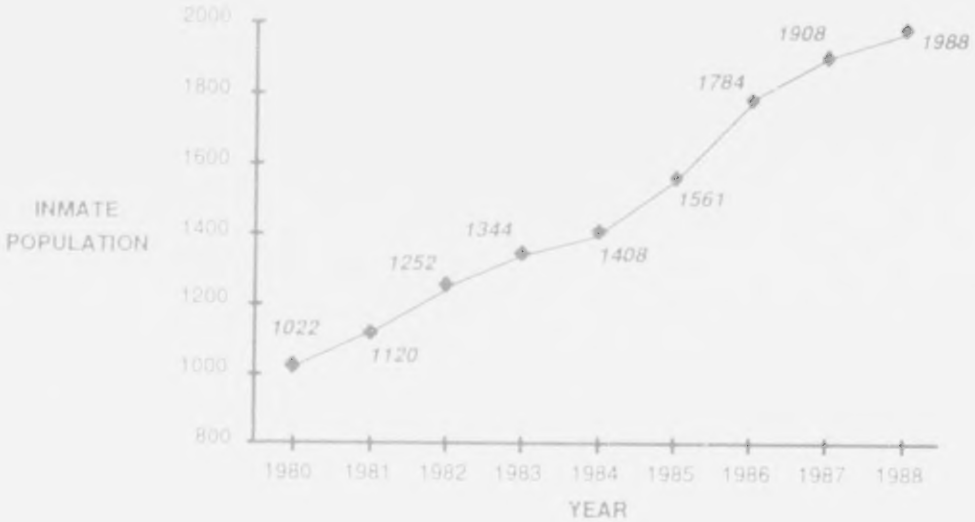
Utah's Class A population has increased by 54% since 1982.

Changes in Parole Population 1980 - 1988



The parole population has increased by 61% over the last eight years.

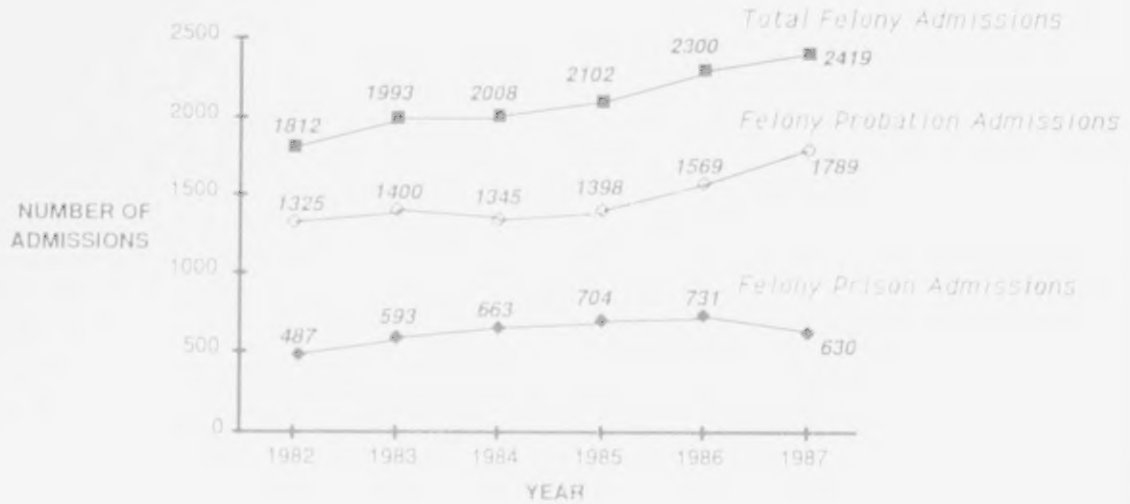
NOTE: as the inmate population shifts to more serious offenders, the subsequent paroled population will have a more serious criminal history as they complete their sentences in the community. In the near future, parolee's will, therefore, pose a greater risk to the community.



FACTORS WHICH AFFECT INMATE POPULATION:

1. Changes in the proportion of felons incarcerated rather than given probation;
2. Use of Judicial discretion with less serious offenders;
3. Increases in length of stay for inmates;
4. Legislation increasing penalties and establishing mandatory sentences;
5. Increases in parole revocations; and
6. Focus on sex offenders.

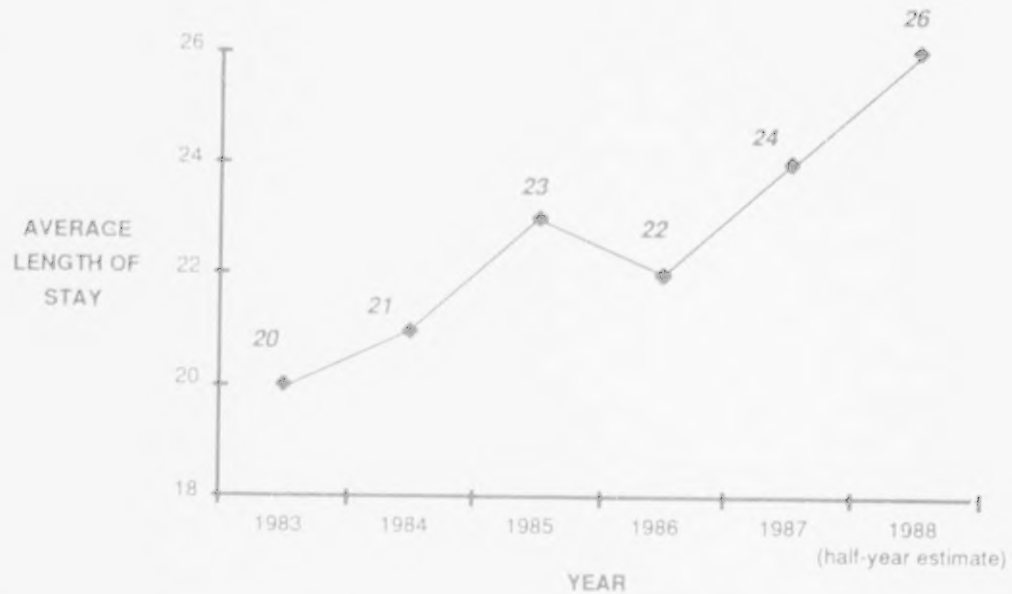
Felony Admissions to Prison and Probation 1982 - 1987



While the number of felony admissions received by Corrections has increased at a steady rate since 1982, the disposition pattern for admissions has changed.

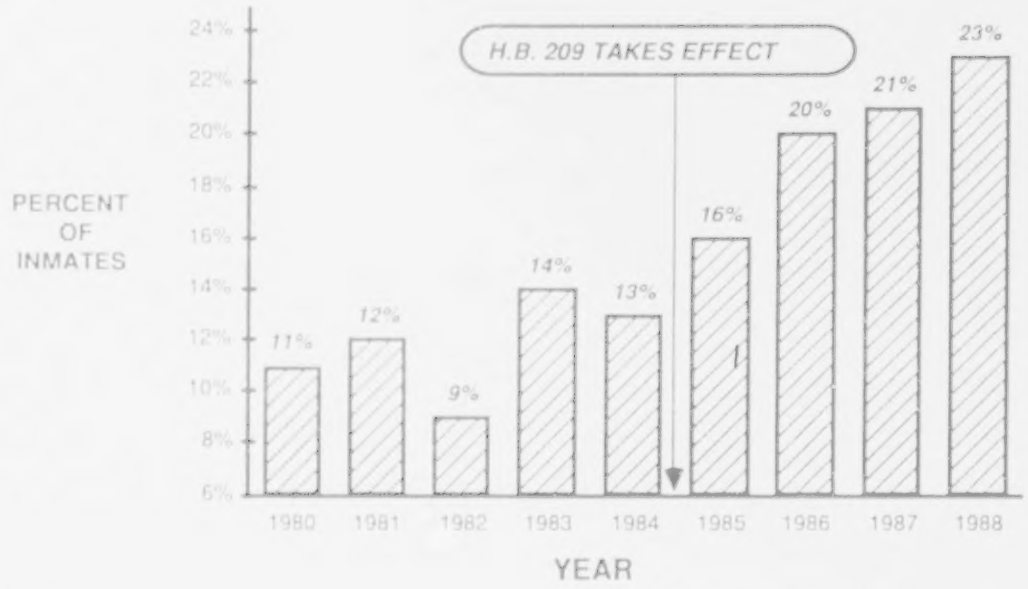
NOTE: Felony probation admissions remained constant between 1982 and 1985, while prison admissions increased dramatically. In 1987, felony probation admissions increased by 14%, while prison admissions decreased for the first time in the '80's.

Length of Stay, Utah State Prison (1983 - 1988)



Length of stay has been gradually increasing for the last several years. The increase of two months, from 1987 to 1988, has the effect of adding almost 117 inmates to the prison's population.

Percent of Inmates Convicted of a Sex Offense



The percent of inmates who are incarcerated for a sex offense has continued to increase since the passage of H.B. 209.

NOTE: Admissions on first degree sex offenses increased from 8 in 1982 to 25 in 1983, and to 47 in 1987. Today there are 236 first degree sex offenders in the prison. According to conservative projections, by 1993, there will be 384, an increase of 63%. Sixty nine of the first degree inmates have no previous arrests, convictions or incarcerations. Forty eight (70%) of these are first degree sex offenders.

Felony sex offenders account for 14.5% of the total felony population. Felony sex offenders make up only 10.2% of the total felony population supervised in the community. Felony sex offenders occupy 22.4% of prison beds, 36% of Community Correctional Center beds, and 20.8% of beds in residential treatment programs.

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